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D 8523 B

Kohl rejects
rushed arms
accord, Page 3

World news

Business summary

Soviets expect missile treaty

The Soviet Union expects to sign a draft treaty with the US scrapping all medium and shorter-range nuclear missiles at the present round of Geneva arms talks, according to the Soviet chief negotiator, Yuri Voronov, who is also First Deputy Foreign Minister.

In Washington, President Reagan said the US would soon table a draft treaty in Geneva calling for a 50 per cent cut in long-range strategic missiles.

He said he had directed his Geneva negotiator to intensify efforts to reach an agreement. However, on the question of eliminating shorter-range missiles from Europe, the President said the Soviet Union had yet to provide important details on verification against cheating.

Johannesburg riot

South African riot police arrested 120 demonstrators and detained 13 foreign journalists at Johannesburg's Witwatersrand University after students ignored a ban on a meeting to be addressed by Winnie Mandela. Election, Page 24

Waldheim action

President Kurt Waldheim of Austria said he would take action against the US following its ban on him visiting the country. Austria's Government is to establish an historical commission on his wartime activities.

Pope's freedom call

Pope John Paul, speaking in Speyer at the end of his five-day West German visit, denounced restrictions on religious freedom in Eastern Europe and called for the free exercise of worship there.

New Soviet reactor

A new type of water-moderated nuclear reactor is to be built in the Soviet Union. Atomic Power Engineering Minister Nikolai Lukomir said it would replace the graphite-moderated model used at Chernobyl.

Lebanese PM quits

Lebanese Prime Minister Rachid Karame announced the resignation of his three-year-old Government. Karame and other Moslem ministers had boycotted President Gemayel, a Maronite Christian, after he failed to endorse a Syrian-mediated Lebanese peace pact.

Barbie inquiry

French prison authorities in Lyons began an inquiry into how Klaus Barbie, the Nazi war criminal awaiting charges on crimes against humanity, gave an interview to a British newspaper.

Berlin security

West Berlin authorities increased police patrols and promised quicker emergency deployment plans following a weekend of fighting, looting and burning in which more than 50 people were arrested.

Narcotics optimism

US Secretary of State George Shultz told a Washington conference of drug enforcement officers he believed the US and other governments were making headway against international drug trafficking.

PLO condition

There would be no visible international peace talks on the Middle East without the participation of the Palestine Liberation Organisation, PLO leader Yasser Arafat said in Kuwait.

Tourists warned

Khmer Rouge guerrillas in Kampuchea warned foreign tourists they would not be safe if they visited the famous Angkor Wat ruins.

Fans grieve

Grieving fans of Egyptian-born singer Dalida, 54, laid wreaths outside her Paris home after she died of a drug overdose. In 30 years 85m of her records were sold.

Threat to GEC bid for US contract

UK GOVERNMENT has lodged a vigorous protest over "Buy American" legislation in Congress which threatens to exclude GEC Marconi, British telecommunications group, from a \$1.5bn contract to upgrade broadcasting equipment for the Voice of America radio network.

Mr Jerome Kenney, chief executive of Merrill Lynch Capital Markets, the company's rapidly growing investment banking subsidiary, and Mr Brian Barefoot, head of worldwide sales and trading, have both been relieved of all responsibilities for trading activities. These have been placed under the direct control of Mr Daniel Tully, the holding company's president.

The main loss, of \$250m, was disclosed last Wednesday, when Merrill Lynch announced that it had suspended a trader who had taken unauthorised positions in the mortgage-backed securities market just before the recent collapse in bond prices.

A further revelation came late last Friday, when Merrill said that another dealer, this time in the high-yield department, had been dismissed for buying Texaco bonds

without authority just before the giant oil company filed for Chapter 11 bankruptcy last month.

The Texaco bond loss came to only \$10m, was unconnected with the mortgage-backed debacle and had nothing to do with the management shakeup, according to Merrill Lynch executives. Yet it undoubtedly intensified concern about the weakness in the firm's trading controls.

The decision to take control of the trading business away from Mr Kenney's Capital Markets group comes as an especially heavy blow to Merrill's whole corporate strategy and undermines the seriousness with which it views the trading losses.

Close integration of trading and corporate finance is currently seen

on Wall Street as the key to success in the investment banking business,

and Mr Kenney's performance in pulling these activities together under the Merrill Lynch Capital Markets umbrella had won considerable acclaim among investment analysts.

Capital Markets has also pro-

vided a growing proportion of Merrill Lynch's profits, as margins in the company's traditional retail brokerage activities have come under increasing pressure from discount brokers.

The management structure, if not the future, of this whole operation will now be thrown into confusion. Merrill said that direct control of trading by Mr Tully was only a temporary measure.

The company has launched a special review of its trading systems by two respected outsiders, Mr William Rogers, a former US Secretary of State, who headed the Government investigation into the Challenger space shuttle disaster, and Mr Irving Polack, a former member of the Securities and Exchange Commission.

Merrill stressed yesterday that neither Mr Kenney nor Mr Barefoot, the two executives relieved of responsibility for trading, was directly involved in any of the unauthorized dealings, and both were continuing with the firm. However, they had accepted responsibility for the losses.

Last year's combined losses - up from FF 8.7bn in 1985 but below the peak of FF 15.3bn the previous year - include FF 4.2bn of restructuring costs. These cover a further 16,000-17,000 reduction in the workforce in the period up to mid 1988 from nearly 90,000 at the end of last year. They also cover the write off of plant and stocks involved in capacity reductions over the coming year.

Mr Mer, who was appointed with instructions to restore the industry's competitiveness and profitability, declined to be drawn on when it would move into the black. He said operating losses would be cut by a further 40-45 per cent this year and that the industry should have virtually completed its restructuring by 1990.

But he said that profit forecasts were blurred by the uncertainties of a newly environmental ledger who has put most of the scandal behind him. The 76-year-old President intends to make several major domestic and foreign policy speeches in the next few weeks and will make a high-profile visit to Venice to attend an international economic summit.

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OVERSEAS NEWS

Brazilian calls grow for cut in Sarney's term

BY IVO DAWNEY IN RIO DE JANEIRO

LEADERS of Brazil's majority Democratic Movement Party (PMDB) met in Brasilia yesterday discussing mounting pressure for direct presidential elections early next year as Brazil's political crisis entered its second week.

At the same time, a group of five "rebel" state governors from the impoverished Northeast were holding talks in Recife on whether to withdraw their support from the administration of President Jose Sarney.

The threat to reduce the President's mandate increased markedly last week after rows over ministerial changes. First, Mr Sarney's choice to replace Mr Dilson Funaro, his Finance Minister, was rejected by the PMDB leadership, undermining the president's authority.

Then, his appointment of Mr Joaquim Francisco, a member of the junior coalition partner, the right-wing Liberal Party (PFL), as Interior Minister provoked the North-easterners' rebellion. Mr Miguel Araujo, the left-wing governor of Pernambuco, publicly declared his withdrawal of support from the government on the ground that a PFL minister would channel development aid and projects away from the PMDB.

Rivalries between the parties are fierce in the region and domination of Sudeste, the federal development agency run by the Interior Ministry, is

viewed as a powerbase for building political support.

PMDB leaders are now openly advocating a reduction in the presidential term. Though this is currently fixed at six years, taking Mr Sarney's mandate to 1990, Congress is empowered to a constitutional assembly to take the final decision.

The jockeying for ministerial posts last week has led many politicians to conclude that Mr Sarney's authority is irreparably damaged by the fact that he was not elected, but inherited the post on the death of Mr Tancredo Neves, the president-elect, in 1985.

Mr Luiz Henrique, the PMDB leader in the lower house, has now called for a special meeting this week of the party's deputies and senators to discuss a national PMDB convention to define the length of the president's term.

More senior PMDB officials now favour elections next year after the constitution has been drawn up. But there are differences over whether this should be early in the year or in November when municipal elections are due.

The PMDB left, with other left-wing parties, wants direct election as soon as possible and an end to a democratic alliance that allows the PFL seats in government. The centre and right are divided between a four, five or six-year term.

EEC in a jam over Spanish strawberries

BY TIM DICKSON IN BRUSSELS

THE European Commission found itself in a classic diplomatic jam yesterday thanks to better-than-expected strawberry harvests in France and Spain.

French farmers in the southwest are seeking EEC protection from the effects of large quantities of cheap Spanish strawberries which have been crossing the border in recent days.

"We calculate that Spain's strawberry exports to France are up about 30 per cent in the last week or two," a French official claimed last night.

Under the Accession Treaty governing Spain and Portugal, other member states are permitted during a transitional period to appeal to Brussels if agricultural exports from the two Iberian markets have a sudden and unexpected impact on their domestic market.

France presented formally on that issue last Thursday.

The EEC Commission, as an interim measure, called on the Spanish to impose restraints—an appeal which apparently was heeded over the weekend

OECD urged to focus on growth

By Philip Stephens,
Economics Correspondent

EMPLOYERS and trade unions in industrialised nations have voiced concern at the slowdown in world economic growth and urged governments to re-establish higher growth and full employment as a key priority.

Their approach to the Organisation for Economic Co-operation and Development coincides with a move by the Paris-based grouping of industrialised nations to revise down its forecast of economic growth this year.

The OECD now expects the economies of its 24-member states to grow by around 2.4 per cent this year against the 2.2 per cent it was forecasting last December.

In a letter to Mr Jean-Claude Paye, OECD secretary-general, business and union leaders highlight three demands: governments should set in place policies that raise the growth rates of their economies above 3 per cent, rapidly increase employment and restore the manufacturing base of their economies.

The letter, from the Trade Union Advisory Committee to the OECD (BUAC) and the Business and Industry Advisory Committee to the OECD (BIAC), comes prior to next week's OECD ministerial meeting in Paris.

BUAC is an umbrella organisation for industrial and employers' groups, while BIAC represents 600 workers in industrialised nations.

Next week's meeting of economists and finance ministers had been planned to focus on agricultural subsidies. But the falling dollar, rising interest rates in the US and weaker growth in output outside the US have international economic co-operation back at the top of the agenda.

The US is expected to press for stronger commitments from Japan and West Germany on closer coordination of policies to prevent a sliding dollar and rising US interest rates from tipping the world economy into recession.

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French steel chief given free hand

David Housego examines the restructuring of Usinor and Sacilor

WHEN Mr Francis Mer took over the running of the three French state-owned steel groups in the autumn last year, the main query over his appointment was whether he would be given the political go-ahead to carry through the potentially explosive cuts in capacity and manpower needed to make the industry competitive.

The answer that emerged yesterday with the publication of the 1986 accounts of Usinor and Sacilor, and from the first public statements of Mr Mer is that he has been given a free hand that had been expected in a year preceding a presidential election.

A further 16,000-17,000 jobs are to go over the coming 12 months—the equivalent of 12 per cent of the workforce thus reducing the group's pay roll to 73,000. This is not substantially below the 20,000 being nervously mentioned in government circles a few months ago.

Mr Mer also made clear yesterday that he believed the European Community would have to cut capacity further if prices were not to be further depressed—and that by implication France was ready to do so.

France's long-product capacity still comes from smelted ore which suffers a cost and technological disadvantage compared with electric arc furnace mills.

Over the next three years Mr Mer's strategy is thus to catch up with the top tier of Community steelmakers in terms of competitiveness and productivity. He believes that he has already done so in terms of hot-rolled coil by comparison with British Steel; in Dunkerque and Fos, France has two of Europe's most modern integrated steel mills.

But Mr Mer is cautious in translating this commitment into forecasts on when the industry will show a profit. He would go no further yesterday than to say that the picture

is not yet clear enough to allow governments to help steel makers with restructuring costs through aid for the creation of jobs for those displaced by steel redundancies.

Beyond that, Mr Mer hopes that it can put the steel industry back on its feet, then he can persuade the French Government to wipe off some of its long-term debt and reduce its financial charges.

The advantage in planning

for the future is that he has over his shoulders in the French steel industry is to be at the head of both companies. Retrospectively from January 1, this advantage is

now to say that the picture

should be clearer by 1990—in sharp contrast to Mr Jean Gandois, formerly the government's steel adviser, who said the two groups could be back in the black by 1988.

Mr Mer's estimation stems from the international increase in steel prices and demand that has left the Japanese and many West German steel makers in the red. But it is also due to the continuingly heavy cost to the French group of restructuring and to the weight of its financial charges which on a medium and long-term debt of almost FF 100bn last year amounts to 5 per cent of turnover. By comparison British Steel has financial charges equivalent to less than 2 per cent.

Hence Mr Mer's proposal yesterday that the European Commission should in future allow governments to help steel makers with restructuring costs through aid for the creation of jobs for those displaced by steel redundancies.

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should be clearer by 1990—in sharp contrast to Mr Jean Gandois, formerly the government's steel adviser, who said the two groups could be back in the black by 1988.

Mr Mer's estimation stems from the international increase in steel prices and demand that has left the Japanese and many West German steel makers in the red. But it is also due to the continuingly heavy cost to the French group of restructuring and to the weight of its financial charges which on a medium and long-term debt of almost FF 100bn last year amounts to 5 per cent of turnover. By comparison British Steel has financial charges equivalent to less than 2 per cent.

Hence Mr Mer's proposal yesterday that the European Commission should in future allow governments to help steel makers with restructuring costs through aid for the creation of jobs for those displaced by steel redundancies.

Beyond that, Mr Mer hopes that it can put the steel industry back on its feet, then he can persuade the French Government to wipe off some of its long-term debt and reduce its financial charges.

The advantage in planning

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Taipei cuts shoe exports to stop US backlash

BY BOB KING IN TAIPEI

TAIWAN SHOEMAKERS are to curb exports worldwide in an attempt to defuse protectionist sentiments in the US. But it is unclear when the restraints will begin or what range of products will be covered.

The Taiwan Footwear Manufacturers Association voted yesterday to limit exports by the industry, which would set 1987 exports at last year's levels.

Taiwan exported more than \$3.2bn (\$1.9bn) of shoes worldwide last year, making footwear its third-largest export commodity after electronics and garments. About \$2.2bn worth, or more than 60 per cent, went to the US, whose own footwear industry has lobbied long and hard for protection.

Officials of the footwear association said details of the limits remained to be worked out. Under basic guidelines agreed last week, manufacturers would receive a quota based on the principles of free and fair trade.

THEIR decision favours the larger, longer-established manufacturers over newcomers, whose exports last year were relatively small. It will also drive up prices of shoes by removing smaller competitors—a point underlined by US

retailers who have complained about the limits, which would set 1987 exports at last year's levels.

Taiwan's foreign trade board has taken a distance itself from the proceedings. Mr Vincent Siew, head of the board and Taiwan's chief trade negotiator, is said to be against the limits. Officials have said the board has yet to decide whether to support the measure.

Mr Robert Parker, a Taipei-based lawyer and head of the American Chamber of Commerce's trade committee, said the chamber would be likely to oppose quotas because of its traditional support for the principles of free and fair trade.

SHIPPING REPORT

Surge in Mid-East tankers causes ripple in market

BY TERRY DODSWORTH, INDUSTRIAL EDITOR

A SPATE of Middle East shipments last week caused a flurry of interest in the tanker market. Elsewhere trade was quiet.

The surge was due mainly to an Iranian decision to step up oilings from Hormuz, with two ships taking off virtually half a million tons of crude oil.

Calbraith's, the London shipbroker, said rates amounted to Worldscale 27.5 for full options to Western destinations, Worldscale 29 for the Far East and Worldscale 31 for Singapore.

Demand for smaller 80,000-ton units also sharpened over the week, with 70,000 tons of crude fixed at Worldscale 105 for a Mombasa destination and 36,000 tons to Taiwan at Worldscale 80.

Rates continued to be reasonably firm from West Africa, with a sizeable amount of business. Nevertheless E. A. Gib-

son Shippers believes that an additional build-up in demand will be required to push prices much higher.

Italian charterers paid Worldscale 47.5 for a 146,000-ton cargo and Worldscale 61 for a 90,000-ton unit says Gib-

son. For a voyage to the US, a 113,000-tonner was fixed at about Worldscale 60.

The Mediterranean market was relatively active, with demand particularly strong for 120,000 to 130,000 ton units.

133,000-ton cargo from the east Mediterranean to Trieste realised Worldscale 55, while two 100,000 units were chartered for Italy at Worldscale 59 and 61.

In the dry cargo market, there were renewed signs of further Russian grain purchases from the US, which promise to give an extra boost to the summer market.

World Economic Indicators

FOREIGN EXCHANGE RESERVES (US\$bn)

	Feb. 87	Jan. 87	Dec. 86	Feb. 86
US	17,959	17,982	17,328	14,281
Japan	46,493	44,493	37,657	23,192
W. Germany	58,488	58,117	45,846	41,006
UK	15,882	15,942	14,986	10,571
Italy	22,022	19,244	18,116	12,259
Belgium	4,921	4,957	4,639	4,295
Netherlands	10,005	10,199	9,583	8,495
Iraq	57	56	56	56
France	24,728	24,628	24,222	23,826

Source: IMF

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Johnny Menges, Chairman

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Results in brief

Half year to Jan. 31 (Unaudited)	1987 £'000	1986 £'000	1986 (as rest) £'000
Turnover	25,985	23,913	46,899
Profit before tax	1,863	1,551	3,856
Profit after tax	1,174	931	2,341
Ordinary Dividends	143	111	443

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The Shareholders of SANDVIK AKTIEBOLAG

are hereby invited to attend the Annual General Meeting for 1987, which will be held at 2 p.m. on Friday 15 May at Jernvallen in Sandviken.

NOTIFICATION
Shareholders wishing to attend the meeting must notify the Board thereof either by letter, telegram, telex or telephone to the Secretary, No. 4-61-81 Sandviken, or by telephone, No. 4-61-81-2610. All notifications must be received at least one week prior to Monday 11 May. In order to qualify for attendance, Shareholders must have been registered in the Share Register kept by the Secured Registered Office (Värdehandelsregister AB) not later than Thursday 10 May 1987. A Shareholder whose shares remain as held in trust ("valvärgerättigad") must have them transferred to his name no later than Friday 11 May 1987 to establish his right to attend the meeting.

AGENDA
Item(s) of business which, under the requirements of the Companies Act and the Articles of Association, must be on the agenda for the Annual General Meeting, among them the election of members of the Audit Committee, the adoption of the Audited Accounts and Audit Report, the motion to adopt the Company's Profit and Loss Account and Balance Sheet, the motion to approve the conduct of the Company's affairs by



OVERSEAS NEWS

President Chissano visits London this week. Victor Mallet reports Mozambique looks west and east

THE DIPLOMATS at the British embassy on Vladimir Lenin Avenue in Maputo are rather pleased. On his first trip outside Africa as Mozambique's new President, Mr Joaquim Chissano is visiting Western, semi-bilingual and politically pragmatic, he was regarded as the natural successor to founding President Samora Machel, who turned increasingly to the West until his death last October.

It may be going too far to call his British tour, from tomorrow until Saturday, "a stay in the face for the Russians," as one diplomat put it, but it is certainly a sign of Mozambique's increasingly close military and economic ties with the West.

Although Mozambique is a Marxist-Leninist state following independence from Portugal in 1975 and its buildings are still plastered with old-fashioned revolutionary slogans, the ruling Frelimo Party (the front for the Liberation of Mozambique) has moved steadily Westwards over the past three years, first under the leadership of President Samora Machel, who was killed in an air crash last October.

Members of the Government

try to play down the significance of recent ideological shifts, but many have been disillusioned by the poor performance of the state-controlled sector of the economy and the failure of their Soviet-equipped army to defeat the rebels of the Mozambique National Resistance (MNR). The guerrilla war, sponsored by neighbouring South Africa, has wrecked the economy and put a quarter of the population of 14m at risk from starvation.

During his visit Mr Chissano will be seeking increased military aid from Britain for Mozambique's ill-disciplined army. Since the beginning of last year British officers have been training Mozambicans in



JOAQUIM CHISSANO, (left), 47, became president last year after serving as Foreign Minister since independence in 1975. Urbane, semi-bilingual and politically pragmatic, he was regarded as the natural successor to founding President Samora Machel, who turned increasingly to the West until his death last October.

Born in Gaza province in 1940, Mr Chissano went to study medicine in Portugal in 1960, but left for Brazil the next year to pursue his anti-colonial activities. He was a founder member of the Frelimo liberation movement—now the ruling party—

established in 1962, and was Prime Minister of the transitional government in the nine months before independence. He holds the military rank of Major-General. Mr Chissano is a soldier, a peasant, who does not know how to address an audience, while Mr Chissano is more of an intellectual. "I know my limitations," President Chissano says modestly. "So I have to take more of the contributions of my colleagues. We could see President Machel acting quite quickly, while I have to take time to be sure. Probably that's the difference, which shows that me was brighter than me."

experts his country to attend as a guest the next Commonwealth summit in Vancouver in October. It is unlikely that Mozambique, a Portuguese-speaking country, would become a full member, although it is not a possibility which Mr Chissano rejects out of hand.

Mozambique depends for its survival on emergency food aid and on other forms of assistance, but cherishes its political independence. It has refused to allow the Soviet Union to set up military bases and will want to become no more beholden to the West than it is to the East.

The US Administration, hampered by right-wingers in Congress who want to support the MNR, sees a chance to make a new strategic friend in southern Africa, but Mozambique will doubtless continue to import much of its fuel and armaments from the Soviet Union and will stand by many of the socialist ideals which it developed in the early struggle against Portuguese colonialism.

"extremely abstract," containing no indication of what should be done to achieve stability.

Newspapers have been sceptical. The Mainichi Shimbun said the important thing was the long-term relationship between the two countries and it seemed unlikely that the visit had done anything to stem the cooling of that relationship recently.

The Yomiuri Shimbun, Japan's largest newspaper and one sympathetic to Mr Nakasone, welcomed the "awareness of the crisis at hand" expressed in the two leaders' joint statement, but was also sceptical about Mr Nakasone's claim that the mist had risen.

fall, welcomed what it saw as a commitment by President Ronald Reagan to defend the dollar.

A central bank official said the portion of last Friday's joint statement by Mr Reagan and Mr Nakasone concerning exchange rates was the result of a compromise. The Japanese side had agreed to the inclusion of a phrase noting the Japanese Government's commitment to "take extraordinary action" to stimulate domestic economic growth, including encouraging a reduction in short-term interest rates.

In return, the US agreed that a further decline in the dollar's fall was good news for Japanese industries.

The Japan Socialist Party, Japan's largest opposition party, said Japan had been made to shoulder heavy burdens and that the agreement on exchange rate stabilisation was

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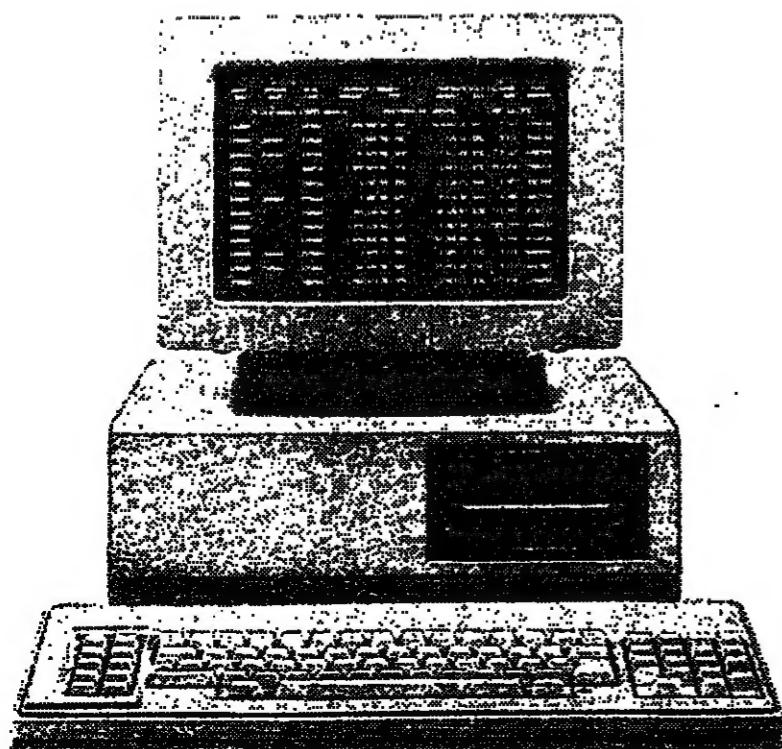
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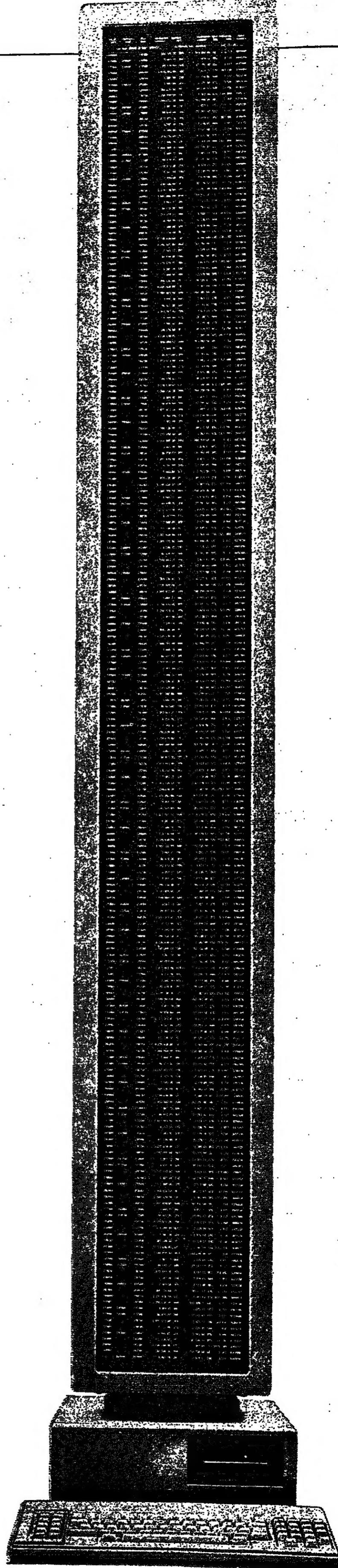
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OVERSEAS NEWS

Egypt moves on exchange rate to satisfy IMF

BY TONY WALKER IN CAIRO

EGYPT has taken the first steps towards satisfying International Monetary Fund and World Bank conditions for balance of payments support and infrastructure loans under a new reform plan.

The authorities introduced energy price increases from May 1 of 60-85 per cent for fuel oil, kerosene, diesel and gas oil, but these items are still being sold at a fraction of their real value.

Banks this week are awaiting directives that will allow them to trade at a new rate that will more closely reflect the real value of the Egyptian pound against foreign currencies.

Egypt and the IMF have agreed on the gradual introduction of exchange rate reform over 18 months. The first step is to allow banks to compete freely in the market for foreign exchange.

The Egyptian pound has been held at an unrealistic level against foreign currencies, leaving a wide margin between official and unofficial rates thereby encouraging booming "grey" markets.

Bankers expect the new rate of the Egyptian pound, set each day by trading banks, to match that available in the market. Otherwise, they say, the new arrangement, which is aimed at drawing funds into the banking system, will be doomed.

The central bank, which will

not be involved in setting the "free" market rate of the pound each day, is proceeding cautiously towards the introduction of the new measures.

Egypt does not wish to repeat the fiasco of January 1985 when ill-considered exchange reforms caused a crisis and helped bring about the downfall of the then minister of economy.

This time, unofficial dealers, who trade in \$2m-\$3m each day, will be able to continue their operations.

There is no plan to squeeze them out just yet, according to a well-placed banking source.

An eventual aim may be to license dealers who maintain links with thousands of Egyptians working in the Gulf. But for the present, the authorities recognise that an attempt to close them down would be counter-productive.

An operations room is being established in Banque Misr, one of the four big public sector commercial banks, to co-ordinate the new foreign exchange system. A general manager of the bank will oversee its operations.

Reinforcements from Egypt arrived, tourism receipts and private sector activity will be most immediately affected by the new "free" market rate which will involve a depreciation of the Egyptian pound from the present official rate of about £21.35 to the dollar to about £21.10 to the dollar.

The central bank, which will

Karami offers to quit as Lebanese Premier

BY NORA BOUSTANY IN BEIRUT

LEBANON'S Prime Minister, Mr Hashid Karami, announced his resignation yesterday, citing criticism of him by political figures and frustration at futile efforts to reactivate cabinet sessions.

Mr Karami said: "I am convinced that all that is happening runs against the interests of the Lebanese and all of Lebanon. It has become a duty to take a stand that would be for the benefit of this country."

If his resignation is accepted, Lebanon's 10-man national unity cabinet would have to step down. The Cabinet has not been functioning for the last seven months, as Lebanon's economic crisis has worsened.

Mr Karami, a Sunni Moslem, ends his September next year.

Aquino attacks Pentagon for reducing military aid

BY RICHARD GOURLAY IN MANILA

PRESIDENT Corazon Aquino yesterday attacked the US for failing to comply with her request for military helicopters to fight the country's Communist-led insurgents and for questioning the Philippines' ability to use the equipment.

Mrs Aquino was reacting to comments last week from Pentagon officials who criticized the Philippine military's ability to use extra helicopters and service them. Last month visiting US congressmen said 10 gunship helicopters would be delivered in June, far short of the 45 extra machines that Mrs Aquino told air force officers yesterday that she had asked.

"Our principle military supplier [the US] should not expect our brave soldiers and determined commanders to fight the insurgents with our teeth and hands," Mrs Aquino said.

The Pentagon has denied that

the criticism was an official statement.

Supporting her demand for more helicopters, Mrs Aquino highlighted recent incidents in which major patrols against the New People's Army guerrillas ended in rebel forces escaping unscathed.

There is growing frustration in Manila that the US is failing to back its verbal support for the Government with military assistance. The US Congress last month cut military assistance to the Philippines by half, to \$50m (£30m) this year.

Next week Mrs Aquino faces an important test of her popularity in the first congressional and senatorial elections since she took office 15 months ago.

Support for her administration is likely to be low, relative to the rest of the country, because many officers and men are unhappy with her handling of the insurgency.

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Declaration of dividend

Notice is hereby given that a final dividend, being dividend No 13 of 7.5 cents per ordinary share, has been declared for the year ended 31 March 1987 for all ordinary shareholders registered in the books of the Company at the close of business on 22 May 1987.

The register of members and transfer registers will be closed from 23 May 1987 to 1 June 1987, both days inclusive.

Dividend cheques will be posted on or about 19 June 1987. Non-resident shareholders' tax will be deducted at the rate of 15% from the dividends payable to members whose addresses in the register of members are outside the Republic of South Africa.

By order of the board

Investments & Technical Management Limited

Secretary
per L.W. Helen

4 May 1987

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Independence Day celebrations in Jericho

Defiant Israeli right on the march

BY ANDREW WHITLEY



Mr Shimon Peres

ISRAEL yesterday began its 40th year as an independent state, troubled and divided over what some are saying is an historic chance for peace with the country's Arab neighbours.

Most Israelis took to the roads, to go to the beach and parks, to picnic and barbecue. The more energetic went to a big airshow at Ben Gurion Airport, where the new Levi combat aircraft was put through its paces.

For the political right, though, it was a day to wave the blue and white Israeli flag defiantly in the occupied Arab territories. With Mr Shimon Peres, the Labour Foreign Minister, pressing hard over the proposed international peace conference, it was a golden opportunity for fiery speeches along predictable "no surrender" and "not one inch will we cede" lines.

Prime Minister Yitzhak Shamir at their head, the Likud chose to celebrate Independence Day in Ariel, largest of the West Bank Jewish settlements. More provocative, Gush Emunim, the militant settlers' movement known as the "Bloc of the Faithful" organised a mass march through the ancient city of Jericho.

Right-wing Israelis such as Mrs Daniella Weiss, secretary-general of Gush Emunim, date back Jewish rights to Jericho - today a sleepy

oasis near the Jordan river - and the time of the Prophet Joshua, 12 centuries before Christ, when the Israelites he led first took the town. "Jericho was very hard to conquer. We know that about Joshua," Mrs Weiss shouted above the hubbub, as bus after bus disgorged supporters from all over Israel and the West Bank at the start of an eight mile symbolic march around the city.

"And once Jericho gives in, the whole country is easy to conquer. It's a very important door to our

country, which we have to keep closed."

With this part of the Rift valley frequently mentioned as an area which could be handed back to Amman in the event of formal peace with Jordan, Gush Emunim is even more keen than ever these days to stake Israel's claim to a permanent hold on the small Arab town.

But Jericho, the world's oldest continually inhabited town, predates Joshua and the Israelites by a long way. Its "tel", the ancient mound where its first protecting walls were built, goes back to the eighth millennium BC. Nor are there many traces left nowadays of the former Jewish presence.

As they set out from the dusty site of Herod the Great's once magnificent palace, the historic rights or wrongs seemed to matter little to the thousands of marchers. Babies in arms, automatic rifles on their shoulders, they retraced Joshua's steps, clapping, singing and waving the Israeli flag.

"It's a statement. We are saying we have finally got this place back and we're keeping it," said 18-year-old Lior Dukskay from Chicago. "We're walking even though there are all these Arabs there."

These Arabs were wisely keeping their heads down. Although the number of violent incidents has lately been on the rise, Jericho has a

reputation as a peaceful town where people keep their noses out of politics and trouble. Just in case, the army diverted the route of the march away from the town centre.

Watching the parade go past his garden gate, an elderly Arab civil servant in the local administration reflected on Mrs Weiss's boastful statement that - contrary to the government's stated wishes - Gush Emunim would like to settle half a million Jews in and around Jericho.

"It's Ramadan," he said, referring to the Moslem holy month of prayer and fasting. "I told the children not to cause any problems, to avoid breaking their heads and their father's heads."

An unexpected ally came in the shape of an Israeli farmer, a settler himself. Watching his Arab labourers pick ripening tomatoes in the fields next to the march route, he said: "We have a beautiful relationship with the Arabs here. This kind of thing makes for extremism on both sides."

A farmer for the past five years in this front line settlement, Zohar Peled, went on: "I think most Israeli Jews, given the choice between peace and land, would choose peace."

That judgment may soon be put to the test, if Mr Peres has his way.

Six blacks killed in S African mine fights

Police halt speech by Winnie Mandela

By Anthony Robinson in Johannesburg

SIX BLACK South African mineworkers were killed and 20 injured in faction fighting near a gold mine at the weekend, as police entered the campus to break up a meeting to be addressed by Mrs Winnie Mandela, wife of jailed African National Congress leader Nelson Mandela.

A spokesman for the General Union Mining Corporation (Gencor) said the clashes, involving about 120 people, were apparently sparked by a brawl between two men over a woman.

The incident took place outside Evander, 75 miles east of Johannesburg and close to the Klerksdorp mine where 177 miners were killed last year in South Africa's worst gold mining disaster.

The spokesman said 20 people were in hospital in serious but not critical condition.

Production at gold mines in the area had not been affected and calm had been restored, he said.

Most black mineworkers live in single-sex hostels and fights between rival groups have claimed scores of lives.

FOCUS ON INTERNATIONALISATION OF JAPANESE MANAGEMENT

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As one of Japan's biggest general trading companies, or *sogo shosha*, Marubeni Corporation is moving quickly to cope with the rapid change in the international business environment. Newly established telecommunications, aerospace, and capital markets divisions point the way to the future for the company.

Capitalising on its traditional strengths, Marubeni Corporation is sure to make the change that all of Japan's giant *sogo shosha* are now grappling with, as they regroup for the new business environment. I spoke with the Director who just has been appointed the new General Manager for Europe and Africa of Marubeni Corporation and Chairman and Managing Director of Marubeni U.K. PLC, Mamoru Hashimoto.

By Brian Robins



Mr. Mamoru Hashimoto, Chairman and Managing Director, Marubeni U.K. PLC

Challenging the Future

Robins: As one of Japan's leading trading houses, what steps is Marubeni taking to cope with the more severe business environment?

Hashimoto: As you can see, the situation surrounding Japan's trading companies is becoming very severe. So we need to adopt new management programmes to cope. For Marubeni, we have set up the '21st Century Committee' to meet the requirements of the future. During periods of rapid change, good business opportunities can also be found, so we have to create new functions within our company to take full advantage of the new opportunities as they arise.

As a result, we feel that now is the best time to seek to enlarge our overall operations. In order to do so, we are seeking greater co-ordination of traditional businesses and new areas, including services. Here at the headquarters in Tokyo, we have just set up several new divisions—an information business and electronics division, an aerospace division, and also a leasing business division. Three or four years ago, we established a corporate development department which is now seeking how best to expand in areas such as new materials, advanced technologies and service industries.

We are also planning to move into the new area of so-called value-added enhanced telecommunication services. In addition to this, with the changing structure of world trade, we must also modify our existing operations. As one of Japan's largest *sogo shosha*, we used to handle many items, mainly exporting to underdeveloped countries. Now, we are shifting our trade mainly to developed countries and NICs. We are very interested not only in simply buying and selling, but also in making investments and setting up joint ventures. These are the directions we are going to expand in. In addition, we have set up an overseas consulting team called MIDAS (Marubeni International Development Advisory Service). For the many Japanese companies wishing to set up an overseas joint venture, this team can help.

Telecommunications: Key to the future

Robins: Marubeni is especially bullish on the potential of telecommunications. Could you please explain your abiding interests and which areas Marubeni is most optimistic about?

Hashimoto: The key to our activity in this area is that many Japanese companies are considering overseas investment for new production, but they are unsure of which country to invest in. Marubeni has a great deal of experience in almost every country, and we can provide detailed information on wages, taxes, duties, and so on, to companies wishing to invest offshore. With our experience, we can recommend reliable partners. We can also help with the financing, plant construction, the start-up of production and sales networks. So we can help in all areas, from the initial decision to move offshore, through the start of sales. To meet our clients' needs, we set up a new team specialising in this field, providing a consulting function

to clients. In the UK, for example, we established the Japan Investment Promotion Team for this purpose, which is the counterpart for the Tokyo-based MIDAS team. Through this new team, we are trying to help Japanese companies that wish to establish new plants in the UK. As part of this, we are organising a mission to visit both the UK and Ireland. When we talk about the mission, the majority of members will be manufacturers who wish to set up in the UK. As part of this, we are planning to hold a seminar to give a full explanation to companies in Japan in May of this year. Over 300 companies will take part.

Robins: As a *sogo shosha*, Marubeni is closely involved with developments in capital markets worldwide. Is the group studying any specific areas where it may participate directly in the future?

Hashimoto: This is one of the most important areas for us, and we intend to make our capital markets division one of the key divisions of the company for the future. For example, recently we changed our internal controls giving each overseas branch more authority to handle securities, bonds, foreign currency dealing and leasing transactions. Each branch has had limited freedom previously, but we are now trying to give more authority and power to branch managers. While I was in Hong Kong, for example, we made a 10 per cent investment in a newly established securities company last November. It is now three times more active than we expected. Because of restrictions in Japan, Marubeni can't do this sort of thing. We also have to take more risks as part of the overall expansion of our financing operations. As I said earlier, we set up the new foreign exchange and capital markets division. We have also increased the capital base of Marubeni International Finance in London to \$20 million, from \$3 million, and we

established Marubeni Finance N.V. in the Netherland Antilles. As you can see, we have become much more aggressive in this area.

New push to boost European exports

Robins: From your stay in Hong Kong, what experience was gained that will be beneficial to your new posting as the Chairman of Marubeni UK?

Hashimoto: While I was in Hong Kong, we invested directly in property for the first time, and established a number of new joint ventures, some in China as well. We also moved into the construction area. Marubeni, for example, is part of the successful consortium that is building the second tunnel crossing in Hong Kong. From the expansion into various new businesses in Hong Kong, Marubeni may become active in making new investments in Europe, and in promoting exports from countries such as the UK.

I have visited Europe often, but this will be the first time to live there, so I am looking forward to the challenge. I am sure we can contribute to the countries, to promote European exports. My first activity will certainly be to investigate opportunities in the UK, and secondly, in Italy and France. In the latter two, mainly for fashion items. Many fashion items from Italy are popular in Japan because high fashion items appeal to Japanese. Also, I'm told that France's high technology is well developed. I don't know, but I will check. Whenever I go, I try to leave my footprint. I don't want to just sit and be quiet. I always ask my colleagues, what they have created, what they have done. You have to leave a footprint, so that those who follow you know that you have been there.

Marubeni CORPORATION

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**Grupo
Banco Hispano Americano**

BANCO HISPANO AMERICANO S.A.

FINANCIAL HIGHLIGHTS (in millions of pesetas)

	YEAR END	1986	1985	INCREASE %
Capital base*	131,889	89,370	47.6	
Total assets	2,108,494	2,040,388	3.3	
Operating margin	108,339	91,751	18.1	
Total funds generated	54,419	41,972	29.7	
Pre-tax profit	13,021	8,248	57.9	

CONSOLIDATED FINANCE GROUP

FINANCIAL HIGHLIGHTS (in millions of pesetas)

	YEAR END	1986	1985	INCREASE %
Capital base*	150,561	103,152	46.0	
Total assets	2,980,587	2,954,243	1.0	
Operating margin	149,877	121,347	23.1	
Total funds generated	76,947	57,904	32.9	
Pre-tax profit	22,172	13,245	67.4	

* Includes intercompany data.

See Europepartners Banco Hispano Americano Consolidated Cash Report

Bank Leumi le-Israel b.m.

Condensed Consolidated Balance Sheet of the Bank and its Subsidiaries as at 31 December 1986
adjusted for the effect of inflation* (NIS thousands)

	31 December	
	1986	1985
ASSETS		
Cash in hand and deposits with central banks	5,256,358	6,811,093
Deposits with banks	6,450,527	7,003,962
Debentures for investment	1,340,972	1,278,366
Shares for investment	196,500	176,279
Securities for trading	801,163	699,545
Loans to the Government (principally deposits with the Treasury)	7,870,650	9,291,992
Loans to the public	12,889,176	13,561,192
Bank premises and equipment	723,258	744,282
Other assets	202,357	126,388
	35,730,961	39,739,099
LIABILITIES AND SHAREHOLDERS' EQUITY		
Deposits of the public	22,562,993	25,616,096
Deposits from banks	2,583,408	3,683,125
Deposits for the granting of loans	3,113,057	3,679,415
Non-convertible bonds, capital notes and debentures	4,803,433	5,242,057
Other liabilities	277,334	355,550
Total liabilities	34,340,165	38,376,243
Outside shareholders' interest	103,870	93,511
Shareholders' equity	1,286,926	1,223,345
	35,730,961	39,739,099

Condensed Consolidated Statement of Profit and Loss for the Year Ended 31 December 1986
Adjusted for the effect of inflation* (NIS thousands)

	1986	1985
Operating profit before taxation	107,118	223,217
Provision for taxation on operating profit	86,220	89,799
Operating profit after taxation	20,898	133,418
Group's equity in profits (losses) net, of subsidiaries and affiliates	(6,282)	(32,070)
Outside shareholders' interest	14,616	101,348
Net profit for the year	4,419	99,307

Condensed Statement of Changes in Shareholders' Equity for the Year Ended 31 December 1986
Adjusted for the effect of inflation* (NIS thousands)

	1986	1985
Shareholders' equity at beginning of year	1,323,345	1,271,820
Net profit for the year	4,419	99,307
Adjustments from the translation of the financial statements of autonomous foreign subsidiaries	(39,189)	(45,224)
Interest on liabilities included in shareholders' equity	(1,649)	(2,559)
Shareholders' equity at end of year	1,286,926	1,223,345

*On the basis of the Consumer Price Index for December 1986

Condensed Statements as at 31 December 1986 of Four Main Overseas Banking Subsidiaries

Bank Leumi Trust Company of New York 24 Branches (US\$ Thousands)	2,886,457	Bank Leumi le-Israel (France) S.A. 5 Branches (FF. Thousands)	2,522,510
Total assets	6,376	Total assets	6,846
Net profit		Net profit	
Bank Leumi (UK) plc 7 Branches (£ Thousands)	411,734	Bank Leumi le-Israel (Switzerland) 3 Branches (SF. Thousands)	588,525
Total assets	1,600	Total assets	10,160
Net profit		Net profit	

bank leumi trust plc

Bank Leumi le-Israel B.M.
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London EC4Y 0EP
(01 8306211)
Tel: 01 5804181

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With over 400 branches and offices worldwide

Companies increase overseas investment

BY DAVID BUCHAN, DEFENCE CORRESPONDENT

Financial Times Reporter

BRITAIN'S TOP 40 manufacturing companies have increased their overseas investment and foreign-based workforce since the Prime Minister, Mrs Margaret Thatcher, took office in 1979, a survey by Labour Research discloses today.

The organisation, a trade union financed body not connected with the Labour Party, claims the spending overseas has been at the expense of the home-based workforce.

The shift has not been mainly to low-wage countries, but to those with expanding economies in North America and western Europe.

Labour Research claims the top 40 manufacturing companies between 1979 and 1986 increased their foreign-based workforces by about 15 per cent to 125,000. At the same time they cut their British employment by about 25 per cent to 415,000.

The chemical giant ICI now employs more people outside Britain than the survey claims. In 1979 it employed 40 per cent of its workforce overseas, by last year the figure was 54 per cent.

Cadbury Schweppes increased the proportion of its work force based overseas from 29 per cent to 45 per cent and GKN.

The survey quotes the glass manufacturer Pilkington for reasons given for investing in North America and western Europe. The company's overseas employment accounted for 63 per cent of its total in 1986, compared with 34 per cent in 1979. Pilkington has said: "Through strategic investment in Europe and in the US, Pilkington has broadened the geographical base of its business, thus substantially reducing cyclical influences and improving the quality of its earnings."

Government set to limit defence research cash

BY DAVID BUCHAN, DEFENCE CORRESPONDENT

THE GOVERNMENT is expected to announce a ceiling on future growth in military research and development (R & D) spending in its defence white paper (policy document) to be published tomorrow.

The move, entailing a slight decline in real terms in defence R & D in 1987-88, is a response to growing criticism in recent years that Britain misdirects too high a share of research money into defence, and reflects Cabinet committee proposals in recent months that the civil sector should benefit more from government R & D funding.

The Ministry of Defence (MoD) has already announced that its R & D spending will total £2.35bn in 1987-88, or 12.49 per cent of an overall £18.75bn defence budget compared with £2.34bn spent on military R & D last year (12.58 per cent of a £18.5bn defence budget).

The effect in future years of the new constraint on the rate of increase in military R & D spending will depend on the present Conservative government winning the next general election.

But the move reflects a fairly widespread view that Britain has remained relatively poor dividends by funneling more than half its total government R & D funding into the defence sector which accounts for around 6 per cent of gross domestic

product and three per cent of exports.

The examples always cited by those urging a reallocation of government research funding are West Germany and Japan. Less than 5 per cent of total West German research funding goes into defence, and less than 1 per cent in the case of Japan, whereas more than a quarter of all UK R & D funding (government and private) goes into defence weapons.

This share is broadly similar to that in the US and France, which like Britain, are also nuclear weapons states.

The main impact of the new policy will bear on the advanced research, amounting to £38m last year, carried out by the 25,000 scientists and technicians working in MoD research establishments. MoD officials said yesterday the development, mainly by private industry, of specific weapons declared necessary for the UK services would still be funded as fully as before.

However, the officials said some results of the new, more parsimonious attitude to defence research spending could be seen in the Government's decision last month to withdraw a Nato helicopter development programme and its

cautious response to new US proposals for allied weapon collaboration.

The MoD has not welcomed the pressure from other departments, notably trade and industry, for a wider share-out of limited state research funding, particularly of recent military R & D economies.

Over the past decade the ratio of military R & D to production has improved from 12 to 12, and the number of people working in MoD research establishments has declined sharply.

The MoD has also tried to encourage the commercialisation of the fruits of its R & D, particularly with a joint MoD-private sector initiative in 1985 creating Defence Technology Enterprises (DTE).

This organisation has direct access to a number of MoD research establishments and a brief to market any civilian spin-off to industry. But the results have not been dramatic so far.

Tomorrow's White Paper is generally not expected to contain many surprises, with the Government responding to what was previously a rather scattered industry and bidding up prices. Moving house is seen as an important time in a person's life-cycle when he or she can be sold all sorts of financial services.

The main element of the deal is that Team's 155 branches will act as a sales outlet for Barclays mortgages with a target of £150m sales in the rest of 1987. Team will receive a fee for processing and passing on applications.

In future, however, both Parties see Team's expanding network, expected to exceed 500 by the end of 1988, selling other Barclays services, such as bridging loans, personal loans, Barclaycards and savings products. Barclays is thinking of putting electronic terminals into the branches.

Barclays is paying £375,000 for a 3 per cent stake in Team and will nominate a director to its board. A joint logo is also being developed.

Mr Seymour Fortescue, a general manager of Barclays, said: "We are getting 155 captive estate agents for the price our competitors are paying for a single office."

Team Agencies was set up last October with the backing of four leading insurance companies and Brown Shipley, the merchant bank, to provide financial services for estate agents operating under the umbrella of the Team Association.

Mr Straw estimated that Conservative Cabinet ministers stand to gain an average of £40 a week under the community charge whereas a three-adult household in Barnsley, South Yorkshire would pay an extra £10 a week.

He said that Mrs Thatcher would be £1,031 a year, or £37.13 a week, better off on her retirement home in Dulwich in South London. At the moment, he said, she would pay £2,067 a week compared with £1,136 under the community charge. The new charge would be

£568 each for herself and her husband.

A statement by the party denied weekend reports that some trade unions were refusing to contribute towards its general election fund.

Mr Whitty said the party had last week approved a £2.5m campaign for the general election.

Mr David Steel, the Liberal leader, yesterday claimed that the Labour Party was "riven by internal

THE TRUE SPIRIT OF ENTERPRISE IS STRONGER THAN EVER.

THE 1987 ROLEX AWARDS FOR ENTERPRISE

The Rolex Awards for Enterprise were conceived in 1976 to provide help and encouragement in breaking new ground in the fields of Applied Sciences and Invention, Exploration and Discovery, and the Environment.

Since 1976, Rolex has awarded 20 individuals who have demonstrated a remarkable spirit of enterprise and commitment in their fields of endeavour.

An international panel of judges, in granting the Awards, has helped to bring to fruition many projects that might otherwise not have been realised.

Each of the five current winners, announced in Geneva on 30th April 1987, has received 50,000 Swiss Francs. Also, each winner has been presented with a specially inscribed gold Rolex Chronometer, itself a symbol of enterprise and achievement.

MEDICAL AID FOR THE INDIAN OCEAN ARCHIPELAGOS.

To people cut off by the sea, a medical emergency is an emergency indeed. The islanders of the Maldives archipelago in the Indian Ocean, for example, may have to travel five days by boat to see a doctor.

Jacques Autran and his colleague, a doctor, understood the problem from years of navigating in various archipelagos. Their first step was to set up *Marins sans Frontières*. Their second was to acquire an appropriate boat. They found it: the *Listao*, a motor fishing vessel, bought for her worth as scrap metal.

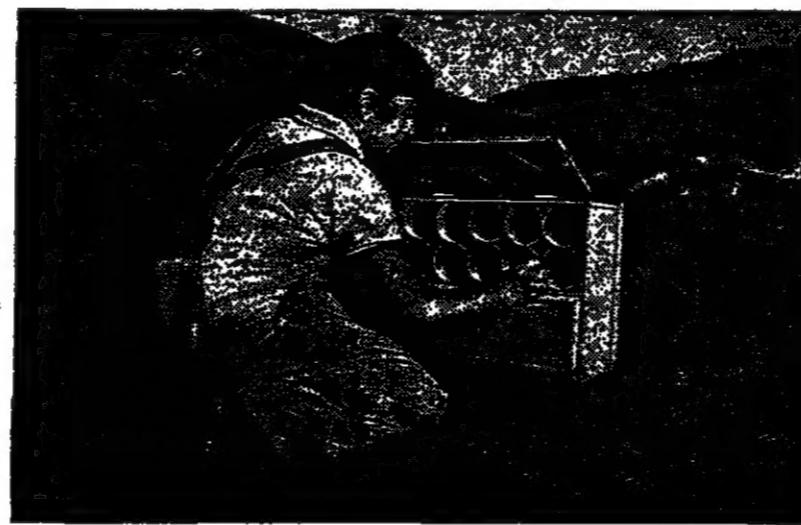
It took four years to clean, rebuild and equip the *Listao*, using volunteers and salvaged materials. She now carries a small operating theatre, a pharmacy with cold storage for vaccines, and a well-equipped laboratory.

Listao will anchor off a Maldivian island reef, where doctors and nurses will set up a light dispensary on shore. Local health workers will then be trained to continue the work when the *Listao* has sailed on, perhaps to Madagascar or the Mauritius archipelago - wherever island dwellers need Autran's imaginative and humanitarian enterprise.

Kress can now start recovery programmes for endangered species, such as the short-tailed albatross of Japan.

He looks forward to sharing his success with others concerned with disappearing seabird life around the world.

Stephen W. Kress (USA)



A SYSTEMATIC STUDY OF NEPALESE GROUND BEETLES.

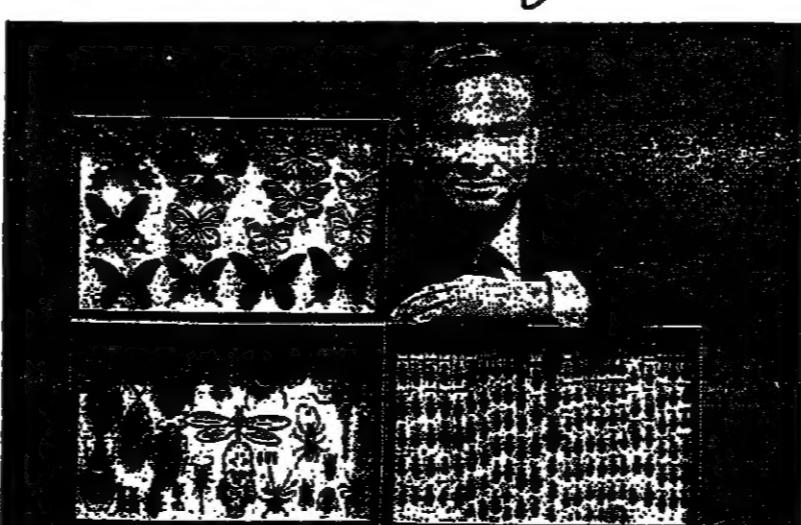
Few entomologists are able to collect their insects from high mountain regions. But Pierre Morvan is a veteran mountain climber who practises wrestling to keep fit. As the number of professional entomologists declines, competent amateurs such as Morvan play an increasingly important role. His achievements are the more remarkable because he finished his schooling at the age of fourteen.

The processes that help to form biological species (speciation) are Morvan's special interest, with particular reference to ground beetles. Speciation is the result of an animal population's becoming isolated by some factor, usually geographic in the first place. Once geographically isolated, a population group will develop its own specific characteristics.

For these reasons, the most valuable studies are done where the ecology and topography are highly varied and where there is a species that readily changes its form. Morvan's speciality, the ground beetles (Carabidae), meet these criteria well.

His project is to study a subfamily of the Carabidae that undergoes intense speciation. His chosen site is the southern Himalayas, where the density of geographic isolation factors is high but knowledge of the fauna is still limited.

Pierre Morvan (FRANCE)



CREATING SEABIRD COLONIES.

Stephen Kress began his Seabird Colony Creation Project to restore Atlantic puffins to a former breeding site. The puffins, once common in the Gulf of Maine, had been hunted to extinction on certain islands in that region. Kress believed that these birds were the ideal model for developing techniques to restore endangered species.

The key to his plan lay in the tendency of puffins to return to their birthplace to breed (natal site tenacity). This tendency, he later demonstrated, is learned during late chick development but before breeding begins. Could endangered species be lured to safe breeding sites by natal site transfers or attraction to new islands?

Using wooden decoys, four-sided mirror boxes and recorded courtship calls, Kress has recolonised former Atlantic puffin and Arctic tern breeding sites. The project has also worked with Leach's storm-petrel, using recorded courtship calls and artificial petrel burrows.

A BUDDHIST PERSPECTIVE ON NATURE CONSERVATION.

Nancy Nash believes it is not enough to focus on biological problems and technical solutions in response to the world's crisis of disappearing nature. She feels that we are overlooking the cultural and social factors which have not only created the problem but which could also help provide a long-term solution to it.

The need for an environmental ethic caused Nash to consider Buddhist teachings, which seek to instil respect for all forms of life.

Thailand, for example, has a high percentage of Buddhists in its population. Yet the country suffers seriously from deforestation and has been stripped of almost 75 per cent of its vegetation in the last 40 years.

Under Nash's initiative, and with the full co-operation of the Dalai Lama, Buddhist groups are now studying their own scriptures for references to the interdependence of man and nature. Their findings will be used in educational books and films acceptable to the hundreds of millions of Buddhist faithful.

The Thailand project, reaching beyond the influence of governments and secular organisations, will serve as a model for other lands and other faiths.

Nancy Nash (HONG KONG)



EXPLORING SACRED RUINS HIGH IN THE ANDES.

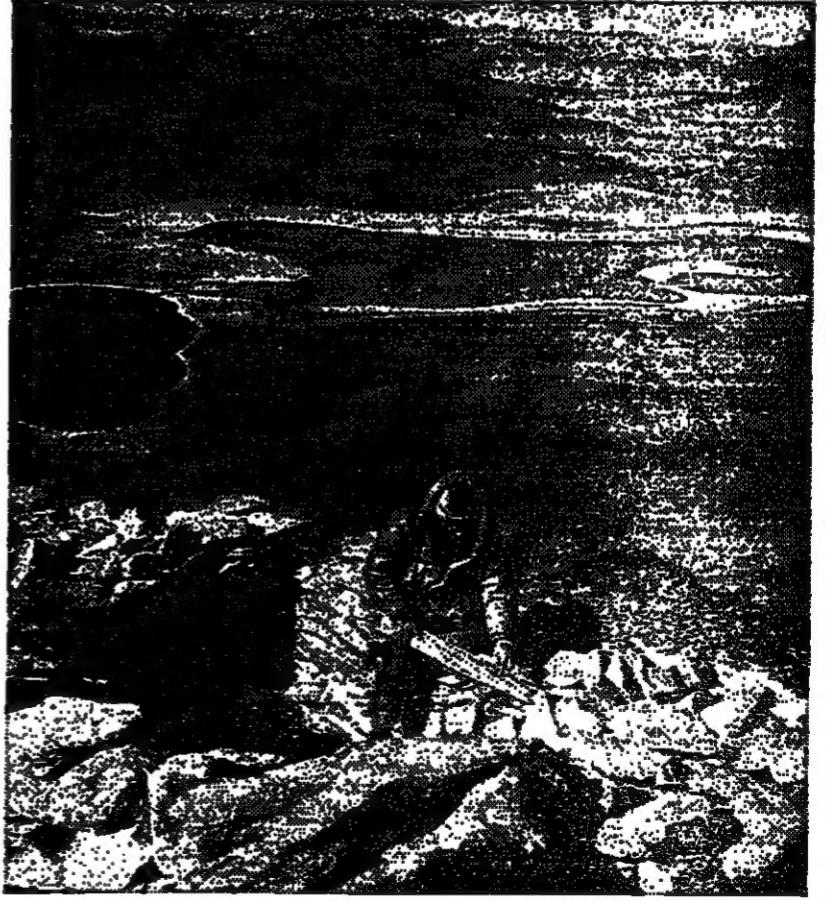
The world's highest ruins by far are found in the southern Andes. Nearly one hundred sites, predating the Spanish invasion of 1532, have been found above 5,200m - with some well-built structures up to 6,700m. They constitute one of the most awesome accomplishments that have survived from ancient times.

Being almost inaccessible, only a few of these sites have been examined by anthropologists. Their origins, distribution and purpose were largely conjectured before Johan Reinhard began work in 1980. He has developed a subfield of anthropology, called high-altitude archaeology. Strangely, diving is one of his specialised techniques, for mountain lakes were often perceived as doors into the mountains where the gods dwelt.

Reinhard's findings indicate that mountain gods were believed to control the weather and, consequently, crop and animal fertility. The hypothesis - which his project is designed to test - is that the Incas built the sacred sites to help increase production, thereby strengthening the Inca state and its religion.

Reinhard's pioneering techniques in high altitude archaeology will greatly increase understanding of traditional Andean religio-economic beliefs and ancient religious sites.

Johan Reinhard (PERU)



A book about The Rolex Awards for Enterprise will be available in the spring of 1987, either from bookshops or from the publishers, Van Nostrand Reinhold. It will give full details of the projects of the five Laureates as well as 238 other projects selected from the many submitted, including 32 that were accorded Honourable Mentions.

Further information about The Rolex Awards for Enterprise is available from The Secretariat, The Rolex Awards for Enterprise, PO Box 178, 1211 Geneva 26, Switzerland.



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If you are looking for the ultimate, that unspoiled haven, come to Costa Smeralda on the beautiful Mediterranean island of Sardinia.

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There are no high rise buildings, no concrete monstrosities defacing the mountains, no imported palm trees. This is the unspoiled Mediterranean. Here, the landscape takes pride of place over luxury villas. Terraced apartments blend into the hillsides. Even the golf-course, one of Europe's finest, is like a vast garden.

Porto Cervo is the centre of Italy's most elegant summer party. It's alive with sophisticated shops, enticing restaurants and bars, leafy piazzas, Latin colour and exciting people.

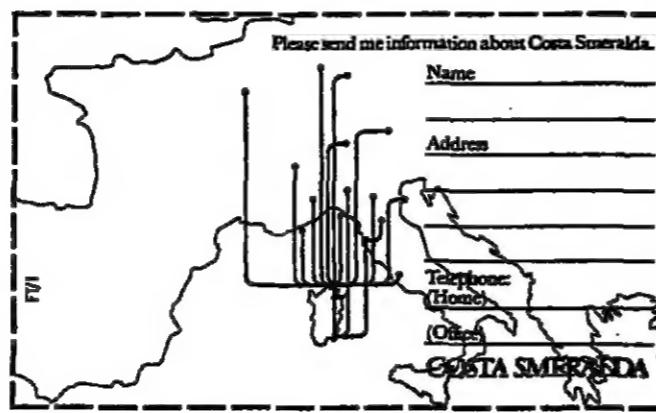
Across the bay is the Marina - the exclusive yacht club and the world's finest collection of yachts, and their owners! Hardly surprising when there are 55 kilometres of coast and unspoiled beaches washed by the limpid sea that gave the coast its name - Emerald.

Costa Smeralda waxes beautifully under the Sardinian sun, and the ever-watchful eye of the Consortium Costa Smeralda.

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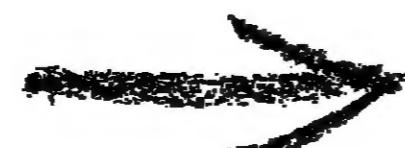
For more information phone Jennie Pinder of Euro Property Advisers Limited, 0722 330847 or mail the coupon if you prefer to: Immobiliare Costa Smeralda, 07020 Porto Cervo (Sassari), Italy. Tel. 0039/789/92042.



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do you turn?



UK NEWS

Daf British truck unit 'not assured of success'

BY KENNETH GOODING, MOTOR INDUSTRY CORRESPONDENT

THE NEW Daf Trucks company, enlarged by the recent acquisition of Leyland Trucks in the UK from the state-owned Rover Group, is by no means assured of a rosy future, the DRI Europe forecasting group suggests today.

Daf, 60 per cent owned by private interests in the Netherlands and 40 per cent by Rover, is over-optimistic in hoping for a stock exchange flotation in two or three years' time, says Mr John Lawson, DRI's managing director.

The financial markets will want to see much more evidence than has been available so far before it will be willing to put up money for a truck company.

Although in Britain Daf starts with heavy truck market leadership - a share of nearly 25 per cent - the almost inevitable result of merging the two dealer networks will be a loss of market share, DRI points out in its latest European truck forecast report.

Iveco Ford, formed last year by Fiat and Ford of Britain, Daimler-Benz and Renault all expect to ben-

efit in Britain from the temporary hiatus caused by the Daf-Leyland merger.

Mr Lawson predicts that Daf will rapidly integrate the two present product ranges and in the longer term "the question of local content and what constitutes a British truck will become a problem".

The "erosion of Leyland's truly British image" will help boost the standing of the trucks Renault builds at its UK factory in Dunstable, Bedfordshire, he points out.

There has been no convincing explanation of why the Freight Rover van business was included in the deal with Rover, says Mr Lawson.

Freight Rover is a minnow in the European van industry with a two-shift capacity of 40,000 (production last year was about 18,000 Sherpa vans) compared with 100,000 each for the sector leaders: the VW Transporter, Ford Transit and the Franco-Italian Sevel range.

The current Sherpa van range has only two or three years of life left and a replacement is urgently

needed. Daf has promised to send more than £75m on a replacement over the next five years but, says Mr Lawson, a wise company would restrict annual development expenditure to about 6 per cent of Freight Rover's £15m a year turnover.

It also remains to be seen whether either Daf or its dealers in Continental Europe can make profits from the sale of Leyland's Roadrunner medium truck and the Sherpa van, special versions of which were launched through the Dutch company's distribution network at the beginning of this year.

On the European truck industry's prospects, DRI suggests demand for heavy commercial vehicles (over 15 tonnes gross weight) will rise slowly and steadily to 1981, but the outlook for lighter vehicles is less positive. Cyclical fluctuations can be expected but little sustained growth.

"European Trucks Forecast Report" £1,000 from DRI, 30 Old Queen Street, London SW1H 8EP.

Output lifted at Leyland factory

BY OUR MOTOR INDUSTRY CORRESPONDENT

LEYLAND-DAF is to lift truck output at its Leyland, Lancashire, truck plant from 41 to 45 a day, Mr Cor Baan, deputy chairman of Daf of the Netherlands, said. This would increase output this year by about 1,500.

The extra volume was mainly re-

quired to meet increased demand

throughout the weight spectrum. But this would take time and in the short term - at least 18 months - the current Leyland and Daf vehicles would continue to be available.

Mr Baan said that the new company's objective was to have a single, harmonised truck range

available throughout the year. This is partly because of unfamiliarity with new procedures, and partly because petitions for winding up companies may have been brought forward so they could be processed under the old legislation.

One innovation of the Act was the administration order, a new class of insolvency order used when the company concerned has a reasonable chance of turning itself around. There were 34 such orders in the first quarter of this year.

Builders 'on three-year growth path'

BY JOAN GRAY, CONSTRUCTION CORRESPONDENT

BRITAIN'S construction industry is set for three more years of growth with output rising in real terms to 8 per cent above 1986 levels by 1989 according to an industry review from analysts Savory Millin.

This further growth is predicted on top of what are already record levels of activity, with workloads at the end of 1986 standing at the highest point since 1973.

The rate of growth will be fastest in 1987 and will slow down in the two following years," said Ms Judith Fox, Savory Millin building analyst. "This year will be the peak for growth but not for activity as work

loads will stay at high levels but grow more slowly."

The main growth sectors predicted by Savory Millin are private sector commercial work, and new shops and offices construction.

"There is evidence of a very spec-

tacular amount of work on order in response to burgeoning City of London and allied demands for highly sophisticated space. But we think

that this is a precursor to some

readjustment and that when un-

trained competition has taken in

expected toll, office building orders

will reduce sharply in 1988 and

thereafter."

New shop building however is ex-
pected to remain buoyant as a re-
sult of high consumer expenditure.
It is forecast to rise by 8 per cent in
1987 with a further increase in 1988.
After a steady downturn in new indus-
trial building over the last year fol-
lowing the phasing out of capital
allowances Savory Millin is now
more optimistic about the outlook for
this sector. It suggests that "the
distortion in tax changes will con-
tinue to work its way out of the cy-
cle in 1987, and the underlying
trend of industrial building revival
will reassess itself in 1988."

The major imponderable for this

Company failures show a sharp fall

By Hugo Dixon

COMPANY LIQUIDATIONS and bankruptcies fell sharply in the first quarter of this year, according to figures released last week by the Department of Trade & Industry (DTI).

However, this cannot be taken as an improvement in the underlying picture because of the distortion caused by the implementation of the 1986 Insolvency Act at the end of last year.

There were 3,044 company liquidations in the first quarter of this year, on a seasonally adjusted basis, the lowest figure since 1982 and down from the 3,855 recorded in the previous quarter. Of these, 1,037 were compulsory and 2,007 creditors' voluntary liquidations.

There were also 1,641 bankruptcies on a seasonally adjusted basis. This is down from 1,759 in the last quarter of 1986. However, the DTI warns that the change in the law is likely to obscure trends in insolvencies for at least the first half of this year. This is partly because of unfamiliarity with new procedures, and partly because petitions for winding up companies may have been brought forward so they could be processed under the old legislation.

One innovation of the Act was the administration order, a new class of insolvency order used when the company concerned has a reasonable chance of turning itself around. There were 34 such orders in the first quarter of this year.

"Continuing favourable conditions will support the high level of completions in 1987, but we consider that the house building boom is nearing its peak and that the first signs of a downturn can be expected to show through in 1988."

GENERAL BANK

1986 RESULTS

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Generale de Banques Belge (France),
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and the European Communities.
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de l'Amérique Latine (BAL) and its branches and
offices in Latin America, Cognac-Cognac and various semi-bank service
companies in Belgium and throughout the world.

STEADY IMPROVEMENT IN THE GROUP'S ACTIVITIES AND RESULTS

	1986	1985	%			
	BEP	US\$	BEP	US\$	In BEP	In US\$
Total deposits:	2,273	65,944	2,061	40,980	+10.3	+38.5
of which due to:	2,104	51,785	1,921	38,178	+10.6	+35.6
- Banks	940	23,158	818	16,217	+15.1	+42.7
- Other financial institutions of which related to the Belgian public	1,260	38,305	1,374	27,386	+13.5	+40.2
- Savings	735	16,090	611	12,222	+19.6	+48.0
Own funds	485	1,144.5	351	697.4	+32.5	+64.2
Gross profit	235	675.9	203	402.5	+15.5	+43.2
Administrative expenses and provisions	156	395.0	122	243.1	+11.3	+24.2
Corporate income tax	102	247.2	84.3	203.7	+6.0	+60.7
Interest in third-party interests	0.0	0.0	0.4	7.2	-4.1	+18.7
Net profit	53	142.6	45	97.8	+19.7	+48.2

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UK NEWS

Peter Riddell reads the signals from the political camps

Poll indicators reassure Tories

AS CONSERVATIVE party leaders face the critical week for deciding the date of the general election, the message being received from the constituencies and the opinion polls is generally, though not completely, reassuring.

Party support appears to have firmed up in the past couple of months, and is certainly higher than at last year's district council elections. This applies particularly among working-class and lower middle-class voters in southern England, although support remains somewhat soft among the professional and public sector middle classes.

The accompanying table of the average of the main polls so far this year shows how Tory support has strengthened over the past month, with Labour stabilising and possibly beginning to pick-up.

Most significant for the Tories, the Alliance bandwagon of March and early April has been halted and its support is slipping in the absence of the publicity generated by its Greenwich and Truro by-election successes. On the assumption

of an even nationwide spread, the latest figures imply an overall Tory majority of about 90.

The position is similar in some respects to what happened before the 1983 campaign when the Tories enjoyed a clear lead in face of a divided opposition. Then, a Mori poll before the local elections put the Tories at 45 per cent, against 30 per cent for Labour and 23 per cent for the Alliance.

Now, the figures in a similar Mori survey are 44, 31 and 23 per cent respectively.

There are, however, significant differences. The Tories' high level of support and lead is less well-established now than four years ago, and one survey, Marplan, has consistently put the Tories at below the 40 per cent level needed to be sure of a clear overall majority.

Moreover, there is evidence of some volatility, or fluidity, in support. Despite its recent decline the Alliance is likely to start the campaign with a rating several percentage points higher than in 1983.

A thorough statistical analysis of the election prospects published

this morning by Goldname Sachs looks at the possibility of a take-off in tactical voting or differential swings in the region. But it concludes that there is no evidence of systematic swings occurring in any systematic way in the regions, or the margins, and there are strong reasons for doubting whether anti-Conservative tactical voting for second-placed Alliance or Labour candidates will be of more than limited importance on a seat-by-seat basis.

As a result, the analysis maintains that Mrs Thatcher will enter the campaign with an overwhelming favourite to win a comfortable working majority.

Labour finds cheer on the campaign trail

WITH LABOUR'S local election campaign nearly run, the party is confident that its efforts will on Thursday reap results likely to contrast sharply with its present standing in the opinion polls.

The leadership believes that, despite what it sees as an avalanche of "loony left" extremist propaganda designed to bury Labour's electoral chances, the party's local government performance is about to be given the seal of approval by the voters.

Mr Larry Whitty, Labour's general secretary, said yesterday that the party's record in local government was now getting home and that its own propaganda efforts were about to pay off.

Labour claims that issues like left-wing extremism in the town halls, together with the latest outbreak of internal warfare over black actions within the party have not been raised on the nation's docket over the last few days, despite what Mr Whitty called a campaign of "misrepresentation and downright lies" waged by some sections of the press.

The absence of local elections in London - usually depicted as the hotbed of left-wing extremism -

has arguably served to dampen down the "loony left" debate, although some party leaders believe a contest in the capital, together with the accompanying threat of lost seats would have completely alienated potential dissidents.

But despite last-minute controversies extending across both local and national politics and after an intensive, four-week campaign Labour is sticking to its original forecast that it will further strengthen its current grip on councils around the country. The party began the campaign with an historically strong base, embracing around 8,000 councillors and the control of 160 councils. The Tories held 182 authorities and the Alliance 11.

In 1983, Labour - like the other principal parties - matched up net gains at the expense of independent candidates, taking seats it had never dreamed of winning. It said at the outset of the latest campaign that it expected to win control of up

the party has launched in recent years.

The battle for votes, which will go on until polling day, has seen an unprecedented number of tours by front-bench spokesmen and the production of over 15m items of campaigning material.

Today, Mr Bryan Gould, the party's campaign co-ordinator, will be in Basildon, Mr John Smith, the trade and industry spokesman, will be in Cardiff and Mr Jack Straw, one of Labour's front-bench environment team, will be shaking hands around the south west of England. The party's campaign bus has visited more towns than ever before and is still on the road.

The leadership is anxious to emphasise that its successes will not be confined to its traditional heartland in the north of England and says it is confident of making significant gains in seats such as Reading, Southampton, Oxford, Milton Keynes, Brighton, Luton, and the Kentish towns, in the South East of England.

Whatever the results on Thursday, the evidence suggests that Labour's local government campaign has been among the most professional and well-coordinated efforts

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Turn to page 5...

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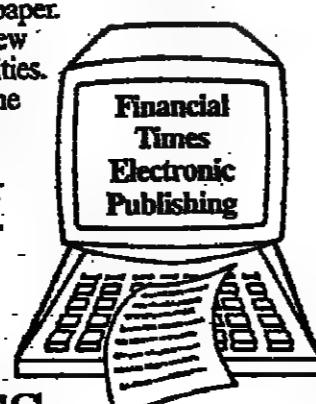
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BANQUE INDOSEUZ: A WHOLE WORLD OF OPPORTUNITIES.

Kuwaitis buy Soviet petrol operation

By Lucy Kellaway

THE SOVIET UNION, which until last week owned about 50 petrol stations in the UK, has pulled out of the market and sold its interests to Kuwait Petroleum International, the state-owned oil company, which is rapidly expanding in the UK.

The stations were owned through the Soviet oil trading arm, Narts, which will continue to be based in London to deal in crude oil.

Narts said that until the Second World War the Soviet Union claimed more than 10 per cent of the UK petrol market. It said the decision to sell the remaining 50 sites had been taken because the company had no nearby refineries and was not prepared to commit the large sums of money needed to run profitable stations.

For Kuwait Petroleum, the deal, although small, represents another step towards its target of achieving a 6 per cent share of the UK petrol market. After recent deals with Ultramar, the UK oil independent, it now claims about 2 per cent.

Kuwait Petroleum, which is the only integrated international oil company to be owned by an oil member, sells its petrol in Europe under the brand name "Q8", which it launched last year.

There followed more European Court decisions. "Equal work" was defined as "work of equal value and this embodied in the EU legislation.

EC Directives extended the principle of equal pay to other conditions of employment and to social security provisions. The pioneers of sex equality went from victory to victory. But the latest research paper of the Equal Opportunities Commission, just received, calls them Pyrrhic victories."

There is a sense of disappointment with the actual results of applications made under the equal pay legislation. The applicants were successful in only 11 per cent of all sex discrimination claims and 10 per cent of all equal pay claims made between 1976 and 1983. Even in those successful cases the tribunal only rarely recommended a remedial action and the compensation they awarded was often desultory.

A substantial number of successful applicants had to go to the Employment Appeal Tribunal or to a higher court and many found the experience very stressful. In the four years 1980 to 1984 there were 181 successful applicants (a further 50 succeeded later after an appeal) and nearly half of them experienced difficulty or delay in getting an employer to pay the compensation or to take the action recommended by the tribunal. In a few cases employers were obstructive and the tribunal decision was often desultory.

In its findings, IRS shows a median settlement level, weighted by employees numbers, of 5.1 per cent over the 12 months to April.

Increases are running higher in the public sector, at 5.9 per cent compared with 5.3 per cent in private sector companies.

Wage awards rising by 5.7%

By Our Labour Editor

WAGE SETTLEMENTS are running at a median increase of 5.7 per cent, according to a pay research analysis.

But the different sectoral increases recorded by Industrial Relations Services (IRS) are still in line with the mix of settlements recorded by another analysis by Income Data Services (IDS).

In its findings, IRS shows a median settlement level, weighted by employees numbers, of 5.1 per cent over the 12 months to April.

Increases are running higher in the public sector, at 5.9 per cent compared with 5.3 per cent in private sector companies.

UK NEWS

A tide slow to come in

be enforced by a new procedure in the county court. Some applicants never received the money they had been awarded.

For some successful applicants the situation in their jobs became untenable and they had to leave. A number of applicants said they were dismissed or made redundant because they brought a case. Not one of the successful applicants who remained in their jobs felt that their working conditions had improved.

The difficulties which the Commission faces when trying to translate into reality some

of EAT and Reynolds Industries' major competitors on the oligopolistic market on the other. The Commission first found that it was infringing the EEC laws of competition and the second time gave it its blessing, though the changes adopted in the agreements hardly altered their effect.

I found it then difficult to understand the new rule enunciated by the Commission: that the acquisition of 30 per cent of equity in a competing enterprise was not anti-competitive and that a major tobacco company would put \$350m into a competitor with no other objective than to obtain a good return on its capital. Luckily it came to pass (in cases 142 & 158/84) that Mr Advocate General Frederico Mancini shared my lack of sympathy for such reasoning: he proposed that the Court should annul the Commission's decision.

A more serious issue involving the relationship between Community law and national laws was raised by the Commission's recent attempt to search the Frankfurt premises of Hoechst. It is the practice of the Commission on such occasions to search desks and filing cabinets.

According to German interpretation of regulation 17/63 it has no right to do such things. Further, like in other member states, no search and entry is allowed without a court warrant and none could be obtained at first by the German Cartel office because the Commission did not provide justification for its suspicion that Hoechst took part in a polyethylene cartel.

Several German courts got involved in the dispute as well as the European Court, first on the application of Hoechst for an injunction, and then on the complaint that the Commission failed to do its duty to assist the investigation.

On the surface, the dispute appears to be about the supremacy of German fundamental law over investigatory powers claimed by the Commission. In substance the real problem may be how to overcome the contradiction between the far-reaching ambitions of Brussels and its distance from the places where things happen.

Can one expect the European Court, equipped mainly for solving issues of law, to authorise dawn raids in Frankfurt or in London? Will the future competition court of the Community be better equipped for such a job? Or should one rather look for a model to the dual legal system of the US where a hierarchy of federal courts exists side by side with state courts? And where, in spite of this duality, harmonisation of state laws is not given such a high priority as at the EEC?

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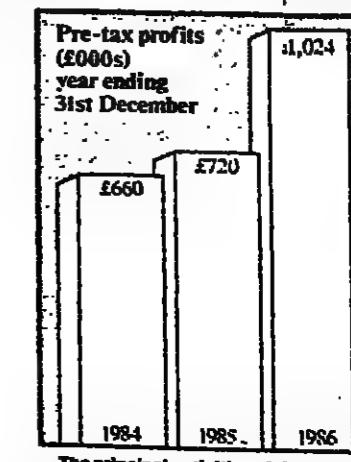
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UK NEWS

Lucy Kellaway looks at the sensitive choices facing British Gas

Running out of North Sea options

THE LARGEST single source of supply to British Gas, the Frigg gas field in the North Sea, is running down faster than had been thought. The Government and British Gas will soon have to settle the sensitive matter of where the next generation of gas is going to come from.

According to a new study from Wood Mackenzie, the broker, the remaining reserves may be some 40 per cent lower than earlier estimates and total reserves may be 6.0 trillion (million million) cubic feet (tcf) rather than 6.7 tcf. The field, which last year met more than a quarter of UK gas demand, is now expected to start to decline steeply at the end of next year, and to be exhausted altogether by 1990, some six years earlier than expected.

Elf Aquitaine and the other partners in the field are examining new data, and are expected to come up with their own estimates next month. However, because the field has delivered one disappointment after another since it started producing in 1977, they are not likely to be surprised by another setback.

The problem seems to be that the water level in the reservoir is rising evenly, whereas the experts had ex-

pected that an uneven rise would leave a series of little pockets of gas which could be tapped by new wells.

British Gas says that it is prepared for the latest shortfall. It intends to make up for lower liftings from Frigg by taking more gas from producing fields, by signing up new fields in the southern basin of the North Sea and by producing more from its own Morecambe field.

Even though the poor behaviour of Frigg may not upset British Gas plans in the short term, it will exacerbate the shortage of supplies in the 1990s.

According to BP, by 1995 there

will be a gap of two billion cubic feet a day, about one third of projected consumption. Given that bringing new fields onstream may take four or five years, British Gas will soon have to decide where the gas will come from.

An obvious choice would be to import it from the big Norwegian Fjordland Sleipner fields due to start producing at the beginning of next decade. Now that British Gas is a private company it should – in theory at least – be free from the kind of government interference that

blocked its attempt to buy Sleipner gas two years ago.

But as British Gas gets ready for the first round of discussions with the Norwegians, the UK oil industry is preparing its own angry protest should there by any deal to import gas on a large scale.

In a recent submission to the energy select committee, BP gave a warning that a large-scale import contract "would cause an inevitable deferral of developments with very serious implications throughout the UK hydrocarbon sector, for the balance of payments and for UK employment."

In 1985 British Gas was prevented from buying Norwegian gas on the basis that there was plenty of gas in the southern North Sea. This time the focus of the argument has shifted to the central North Sea, where Wood Mackenzie estimates that existing fields may contain a total of 17 tcf of gas, about four times as much as the reserves of likely development in the southern gas basin.

Most of the fields contain gas condensate, a mixture of gases and liquids, making them more expensive to develop than dry gas fields. Furthermore, the reserves are scattered over a fairly large number of small fields.

However, development of the fields appears possible, and BP has recently proposed a central gas gathering system. This would run from St Fergus to the Forties field, with arms branching out to Brae and Miller in the north and down to Marnock in the south. BP is now actively pushing the plan, and is in serious discussion both with the oil

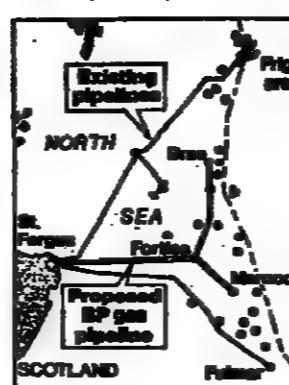
companies which would use it, and with the Department of Energy.

The scheme has considerable economic and political appeal. It might allow the development of many of the smaller fields which could not support their own pipeline systems, and would also ensure a steady flow of work for the depressed UK offshore industry.

BP will need to bring all its effort to bear on the plan if it is to succeed. An earlier attempt to build a central pipeline failed in 1981 through the sheer logistical difficulties of dealing so many players agree on a unified scheme, and from getting the necessary assurances from British Gas.

Even though the new scheme is simpler, it may not prove possible to get companies to commit funding to a scheme when they know neither when their field will be developed, nor what the volumes agreed by British Gas will be.

While in the end the decision is a political one, BP and others have already demonstrated the scale of opposition should British Gas reach an early agreement with the Norwegians.



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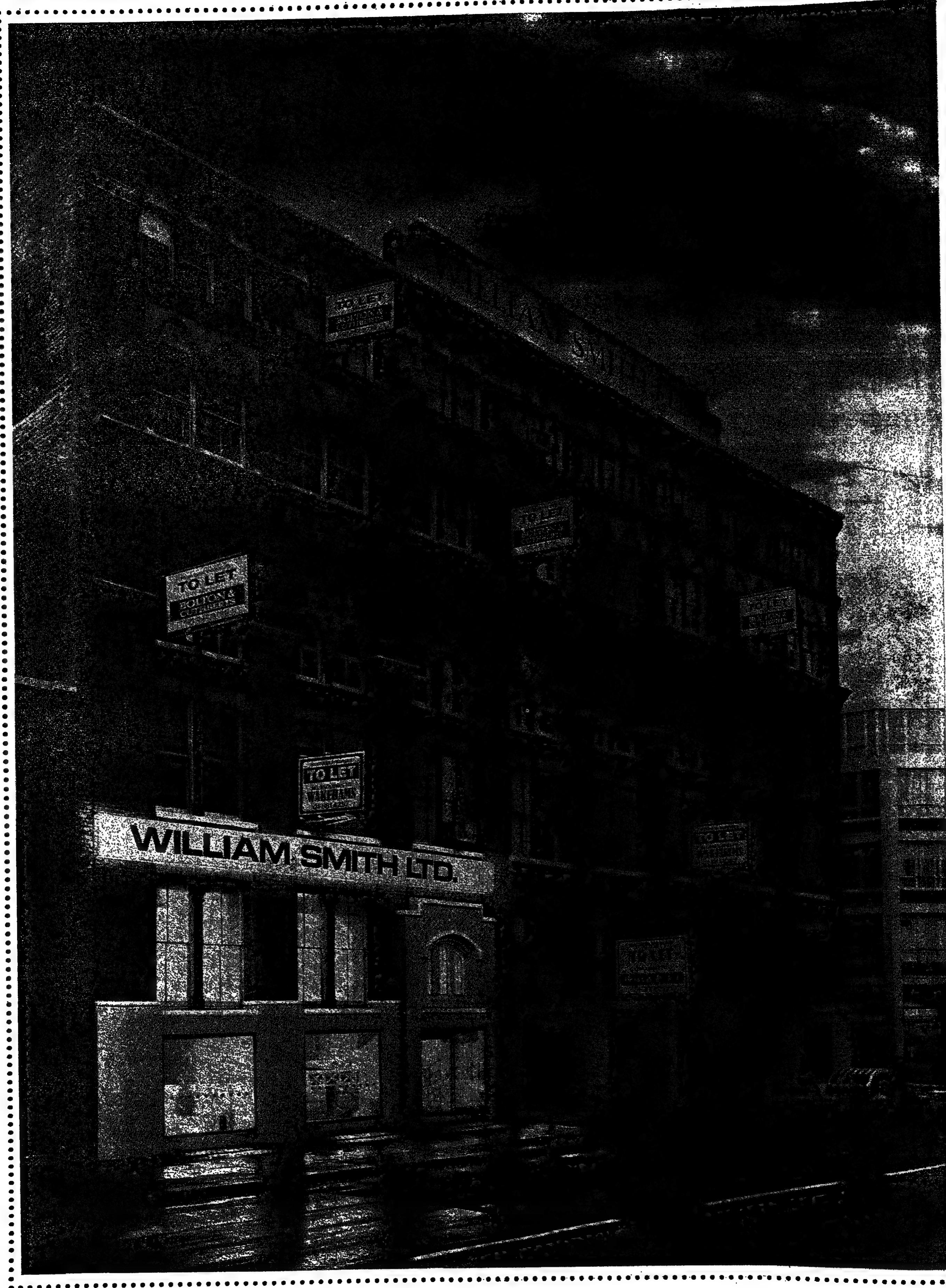
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THE ZAMBIAN ECONOMY

No hope of an easy way out

By Tony Hawkins

LAST FRIDAY'S decision by Dr Kenneth Kaunda, the Zambian president, to break with the economic austerity policies of the International Monetary Fund is likely to prove a major setback to efforts to solve the country's worst economic crisis since independence in 1964.

In a late-night broadcast to the nation, Dr Kaunda announced the reversal of most of the key policies of a four-year-old IMF-sponsored reform programme—including the abolition of the country's innovative foreign currency auction, the re-imposition of price controls and a severe limit on debt service payments.

At a time when the IMF can claim few if any African success stories among its clients, this volte face by Zambia could prove a serious blow to the credibility of the West's formula for economic reform on the continent.

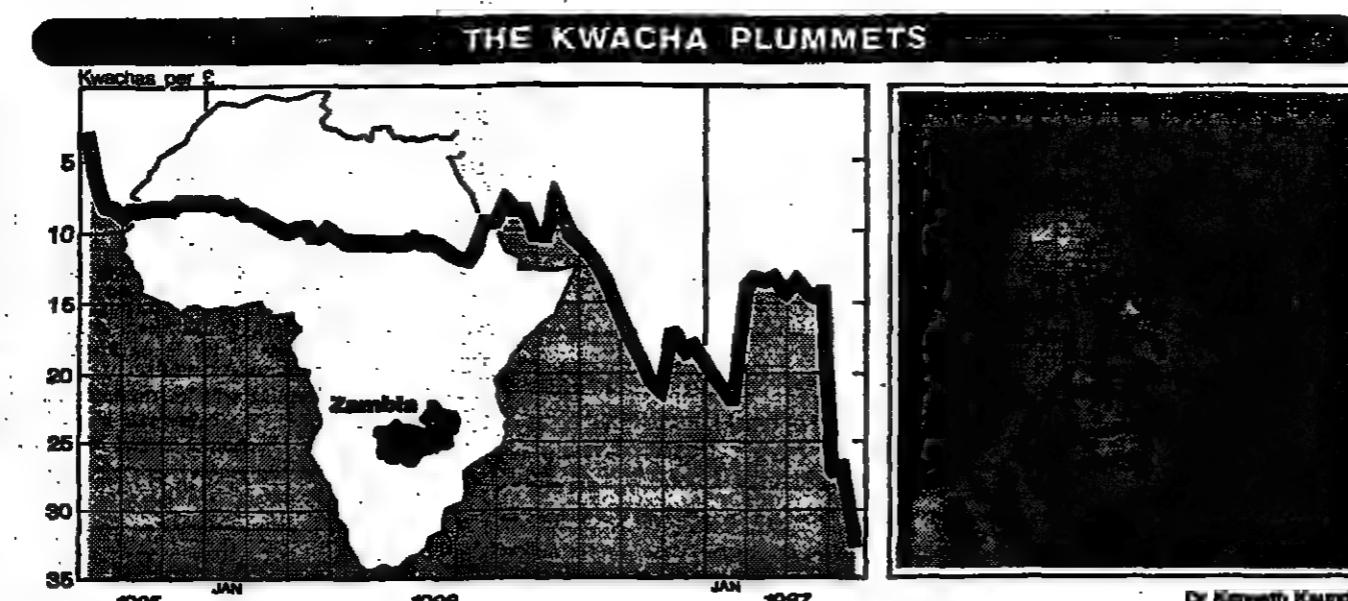
Increasingly, Zambia has been portrayed as a model of reform, a country struggling with the most adverse of conditions—but against strenuous domestic political resistance to restructuring, its economy. Officials from the Western donor nations, the IMF and World Bank admit that they have invested in Zambia not only their money, but also their reputations as economic advisers.

Now, by abandoning the country's IMF programme and shifting the burden of balance of payments adjustments onto the shoulders of Zambia's international creditors through limiting debt service, Dr Kaunda will have forfeited much of the substantial sympathy built up in the West over the past four years. His weekend appeal to donors to maintain aid levels could well fall on deaf ears.

Although the decision is designed to alleviate the burdens implicit in IMF austerity, economists believe there is a strong danger that it will have the opposite effect—intensifying denationalisation pressures in the economy which, even while enjoying large amounts of donor support, has reached the brink of collapse.

Even before Dr Kaunda announced his go-it-alone strategy, the prognosis for the Zambian economy was grim.

While some of Zambia's problems are self-inflicted—government neglect of agriculture in



the 1960s and 1970s, an over-valued exchange rate (until 1985), lax fiscal policy and failure to adjust to falling copper output and depressed metal prices took their toll—it is easier by economic difficulties that even the most efficient management could not have solved.

These include near total dependence on a declining industry—copper—recurrent drought, transport difficulties associated with civil war in neighbouring Angola and Mozambique, and an external debt that the country simply cannot service as scheduled.

With copper exports account-

ing for 90 per cent of export earnings and 50 per cent of GDP—the 75 per cent fall in real price of copper since 1973, coinciding with a high real interest rates on foreign payments, created a crisis dealt with initially by running up a backlog of arrears on payments abroad, and by substantial foreign borrowing. By the end of last year, Zambia's external liabilities totalled \$5.2bn including more than \$600m in arrears on medium and long term debts.

The impact of depressed copper prices was intensified by the steep decline in production which fell from 713,000 tonnes in the mid-1970s to 459,000 tonnes last year.

By 1985, controls had reduced

import volumes to only one quarter of their 1974 levels but import compression of this magnitude meant widespread under-utilisation of capacity in industry and a severe deterioration in infrastructure because of inadequate maintenance.

Zambia's reform programme dates back to 1983 when it declared a moratorium on debt servicing and signed the first of three rescheduling agreements with its creditors. The reform package included price decontrol, subsidy reductions, increased producer prices for farmers, relaxation of interest rate ceilings, and frequent modest currency devaluations.

Fiscal policy was tightened so that the budget deficit fell from 17 per cent of GDP in 1983 to under 10 per cent two years later. But despite these changes the situation deteriorated further as copper production and prices continued to fall and aid and capital inflows declined sharply.

Accordingly in October 1985 radical new economic policies were adopted including the auctioning of foreign currency, the liberalisation of trade and of prices generally, decontrol of interest rates through a daily Treasury Bill auction and the partial privatisation of maize marketing. Western aid agencies welcomed the reforms and Zambia negotiated a two-year

standby agreement of SDR 230m with the IMF and a further SDR 70m under the IMF's compensatory financing facility.

In the past year, however, the Zambian president has faced mounting criticism from within as the reform programme intensified downward pressure on output, incomes and employment at a time when real per capita incomes had already risen by 40 per cent in the past 12 years.

Last December's food riots on the country's Copperbelt in which 15 people died have been followed by public sector strikes by teachers, nurses and postmen while on the mines, unions have recently rejected management's pay offer.

The President panicked in response to the riots—rescinding a 120 per cent rise in the retail price of maize meal, the staple food, reducing interest rates and suspending the foreign exchange auction for two months.

President Kaunda's decision to reverse the maize price rise and retain food, fuel and fertiliser subsidies estimated to cost well over \$1bn this year, will substantially worsen the budget deficit, currently estimated at 30 per cent of GDP—well above the 10 per cent ceiling advocated by the IMF.

Zambian officials say that the

of the kwacha, as the low kwacha has been the main impetus to export growth. And the reduction in donor (especially IMF) influence over Zambia's economy is likely to reduce the impetus to reform.

The challenge facing Zambia is daunting. World Bank projections show the country's financial requirements at \$2.7bn over the three years to 1989, but this assumes a marked recovery in copper output to at least 500,000 tonnes annually which many economists view as an over-optimistic target. It also assumes rapid growth in non-traditional exports. The combination of rapid inflation and the pegged kwacha could well put paid to these hopes.

The decision to limit debt service to a maximum of 10 per cent of export revenues—after first deducting imports needed for the copper industry, payments abroad by the national airline, and fuel and fertiliser imports—means Zambia will pay its creditors no more than \$50m annually compared with obligations of over \$500m. Even with these savings the current account of the balance of payments can be expected to run a \$150m a year deficit.

There is little prospect that Zambia will be able to finance this gap, as bankers and donors are unlikely to wish to support yet another change of economic direction in Lusaka.

But increased inflows of new money are crucial. In a report presented to a donors' meeting last December, the IMF and World Bank put it this way: "Without a combination of maximum debt relief and increased inflow from the donor community of new loans and credits at highly concessional terms, per capita consumption will continue to decline."

Deprived of new long-term capital Zambia's economic situation can only worsen further.

President Kaunda's weekend decision could have a positive effect if, for example, it increased pressure on the Paris Club countries to speed up their new initiative, announced last month, on long term debt relief for sub-Saharan Africa.

But given the enormity of

Zambia's difficulties, it seems unlikely that even President Kaunda has much faith in his new strategy. In the West, his volte face is likely to be seen as a search for an easy way out that patently does not exist.

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ANNUAL MEETING
Convocation for the General Meeting of Shareholders of
of DOCdata NV, starting at 2 pm on May 22 1987 at
Novotel Hotel, Nijmeegseweg in Venlo
The Netherlands

AGENDA

1. Opening.
2. Communications by the Chairman of the Supervisory Board.
3. Explanatory comments by the Management to the 1986 Annual Report and the current course of business, as well as discussion of the Report.
4. Preliminary advice by the Supervisory Board.
5. Adoption of the 1986 financial statements and thereby discharge of the Board of Management from liability in respect of their conduct of affairs and discharge of the Supervisory Directors from liability for their supervision thereof.
6. Appointment of chartered accountant for the financial year 1987.
7. Transaction of any other business; closure.

The annual accounts are available for perusal at the Company's office, as well as at the offices of Pierson, Heldring & Pearson N.V. in Amsterdam and in London (1 Crown Court, Cheapside, London EC3V 6JP), where free copies of them can be obtained.

Holders of bearer shares wishing to attend the meeting should deposit at the above mentioned branch banks their shares or a certificate of deposit from a banking institution, not later than May 14.

The deposit receipts issued by these branch banks will give access to the meeting.

The Board of Management

Venlo, May 4, 1987

Business Opportunities

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In the first instance, we have produced a financial fact sheet which gives sufficient details for interested parties to indicate their level of interest by submission of a "tender to purchase" document. After receipt of tenders, only those applications of interest will be contacted.

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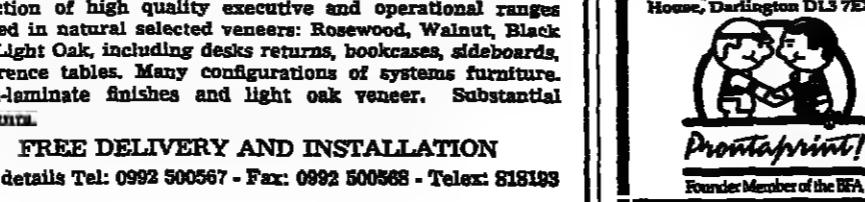
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FRENCH REGIONAL POLICY

Drive to break out of the rust belt

"WE CAN only say we have won when we have provided jobs for all those coming out of school," says Mr Michel Maton, chief executive of the Association pour le Renouveau Industriel (ARI), in the Nord-Pas de Calais region of France.

The task is formidable. The region is at the heart of Europe's "rust belt"—the broad swathe of industrial decline from the north of England, through southern Belgium, northern France, to the Ruhr in Germany.

In the past 15 years, around 400,000 jobs in coal, steel, shipbuilding and textiles have gone from the Nord-Pas de Calais.

Hazel Duffy reports on efforts to regenerate an area hit by the decline of heavy industry

More are scheduled to go as shipyards close in Dunkirk, the remaining coal mines shut and the French steel industry continues its painful restructuring.

Unemployment in the region averages more than 14 per cent, against 11 per cent nationally. In the coal and steel closure areas, it is much higher.

This is also a region of young people. Out of a total population of nearly 2m, 38 per cent are under 25, against 32 per cent for the whole of the country. Emigration by the young has long been a feature of this part of France. The challenge of creating jobs is therefore all the more urgent.

Despite the daunting scale of the problem, some observers believe that the Nord-Pas de Calais could become highly successful.

Located at the centre of north-western Europe, it must benefit from communications improvements. "We have always looked outwards—north to the Low Countries, west to England, east to Alsace and south to Paris, of course," says Mr Gerard Thibaut, retired textiles magnate. "Now we have the prospect of the Channel Tunnel and the extension of the TGV rail network bringing Paris, Brussels, London and Cologne even closer. Lille could be almost a suburb of Paris."

For the staunchly independent citizens of Lille, the last

prospect would not necessarily be welcome. There are no such mixed feelings about the coming of the Channel Tunnel. In this densely industrialised area, moreover, there are no concerns like those discernible across the Channel in Kent, about the impact on the landscape of industrial and commercial development. Indeed, the factories and warehouses stand ready and waiting.

Local people show a determination to be involved in renewal, rather than wait for a government rescue. It is too early to say whether President Mitterrand's decentralisation exercise has contributed much to this "renaissance".

Concern reigns over whether the regions have benefited much from the devolution set in train in 1982, and over the Chirac Government's policy.

Home-grown co-operative efforts to promote a region have a long tradition in France, despite the highly centralised structure of government pre-1982.

Chambers of commerce in the Nord-Pas de Calais work with the regional wing of Datex (the state development agency), the agencies set up by the coal and steel industries to promote regeneration of the closure areas, local government and now the Regional Council.

Industrialists have subscribed to a centre near Lille where the technological achievements of local companies can be shown off and contacts made with visiting business people. A Workers Club has been formed to publicise the region's positive points.

Although some parts have been decimated, good companies remain—such as Constant-Dickson (the Dickson side was founded in 1884 by an Englishman), which has adapted its textile weaving business to become one of the biggest suppliers of sun awnings. The Bull computer company has invested FF 220m (£22m) in a highly automated showpiece plant near Lille.

Local promotional effort is complemented by support from government. In the 1980s and 1970s this took the form of diverting expanding industries to regions such as Nord-Pas de Calais, notably the vehicle industry. State research bodies were dispersed around the country. More recently, technological education institutions were set up in towns with declining industries, like Valenciennes.

His novel, *Germinal*, helped to sow the seeds of French socialism, which has remained



and development projects. Most involve the state, although private sector venture capital is beginning to come in.

The Groupe Muliez, which includes Auchan hypermarkets, self-service restaurants and Phildar hosiery, based in this part of France, has set up a fund with the Societe Generale bank.

Finopca, set up by Charbonnages de France three years ago to cope with the aftermath of coal mine closures in Nord-Pas de Calais, will take minority equity stakes on a temporary basis as well as making unsecured loans at preferential rates, or even deferred interest.

Finopca's target is to help companies employing between 10 and 50 to expand. In three years it has spent FF 300m in ventures which have created

Several funding avenues have opened up in the past few years

around 5,500 jobs, with the expectation of another 3,000. However, its financial base is only secure until 1988.

Meanwhile, Sodinor, set up by the Usinor group with similar aims, has virtually used up its available budget. Valenciennes. After coal and steel closures, more than 25,000 left the area between 1975 and 1982. "It was a local disaster," says Mr Jacques Dussart, director general of Sodinor, and he points to some brave new starts like leisure shoe manufacture.

"The problem is the children of those laid off," says Mr Dussart, who works at Usinor's former mansion-like offices, now echoing with a handful of staff left to pick up the pieces. "But I am hopeful for Valenciennes. It has good geographical links and the technological university. It will come back."

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Caisse d'Epargne de l'Etat du Grand-Duché de Luxembourg— Banque de l'Etat, 1, Place de Metz, Luxembourg.	The Development Bank of Singapore Limited DBS Building, 5 Shenton Way, Singapore 0106.
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European Investment Bank

May, 1987

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Bell Canada

DATED: May 5, 1987

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THING IN THIS
PICTURE WE
DIDN'T HELP MAKE

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THE ARTS

Londoners—on canvas, on paper

"Oh, London is a fine town, very famous city, where all the streets are paved with gold, and all the maidens pretty"; "... for there is in London all that life can afford": "Sovereign of cities, semeliest in sight"; "... the great wen of all"; "Pussy cat, pussy cat, where have you been? I've been up to London to look at the Queen."

We are all Londoners to some degree, though our more self-conscious provincials might be loath to admit it. What is true of all true capital cities is most certainly true of London: that it stands as epitome, cynosure and abstract of the nation. The tourist will come as he always has, the perennial outsider, curious and conspicuous, to see the sights, complain of the natives and be abused in his turn. The provincial will come up to Town on his necessary occasional business and the chances besides of sophisticated metropolitan interest and fun.

And there are the Londoners themselves, who make the place what it is as they go about their daily lives. They may take it for granted, ignore its beauties, underplay its excitements and advantages, patronise its visitors, abuse its privileges, and yet still they remain, in their obscure and secret way, proud of their great city and its place in the world.

Dr Celia Fox, Keeper of Art at the Museum of London, has taken these Londoners as her subject in the exhibition she has arranged at the museum (until August 4; sponsored by Charron daily except Mondays) and in the book she has written (Thames & Hudson: 272 pp; £27.50; £20 or \$39.95 paperback) as its complement.

Indeed, though book and show march so closely together, treating the material in the same order, section by section, and hiding much of it in commas, they remain quite distinct. For the book is no catalogue but rather amplification and development, bringing to the subject in terms both of actual images and scholarly exegesis, so much more than the scope of the exhibition could ever allow.

The exhibition is full rather than dense, and, leaving its erudition lightly, celebrates the works themselves in their physical presence on the wall, with the artist as it were on the canvas or the page. There are a few large,

full-dress Academy machines, of course, such as Logsdail's late 1880s Lord Mayor's Show and Frith's young Paddington Station, with its wonderful liveliness and variety of detail and poignant circumstances, all human life indeed about to climb on board.

But for so much of the rest, the sense is rather more of the image as it was directly noted down or so soon worked up, fresh in the mind's eye of the artist, with which freshness our own experience can immediately identify. By a curious paradox the obvious changes and differences seem even to make that identification all the more immediate and direct. The state procession of King Edward VI winds its way from the Tower to Westminster in 1547, through what seems to us a mere village or country town, yet state processions were ever thus.

There is a more detailed account of the procession, where there must still be some alive when parents were present at one of the last few public executions

William Packer reviews
a city's view of itself
and its companion book

outside Newgate. But though the memory fades, the image still haunts the imagination. Gericault's extraordinary drawing, which he never completed, of the Cato Street conspirators on the scaffold in 1820, being prepared for the drop, is a riveting image of true, humane horror. Rowlandson, one of the recurrent stars of this show, gives us on the other hand what was known to be all the fun of the fair on these occasions, with the last-sprint pedlar about his wares at the bodies still swinging above and beyond the crowd.

Most extraordinary of all, perhaps, is the "back view" or sketch of Trebourn. Taken Oct. 16th 1767, the day that Queen Charlotte's clock was hung, by John Hamilton, who set himself some 50 to 100 yards away behind the ramshackle grandstand, the carts and spectators, ladders which obscure all but the topmost angle of the fatal beam, and the spectators on the upper seats.

Though they have their serious moments, neither show nor book is altogether gloomy. The Law and Criminals is but

Pearly King and Queen (1939), pen-and-ink drawing by Ceri Richards
in the Museum of London

Arts Guide

Music

NETHERLANDS
Utrecht, Vredenburg. Anton Rosmarie conducting the Netherlands Philharmonic, with Augustin Dumay, violin; Beethoven (Thur). Recital Hall

Viktor Liberman, violin and Alexander Warenberg, piano; Beethoven (Tue). (31 45 44).

PARIS
Gérard Parnier, piano; Bach, Busoni, Schubert, Brahms (Wed). Salle Gaveau (4563 2030).

Les Arts Florissants, William Christie as conductor and harpsichord soloist; Lully, Charpentier (Wed). Théâtre Chatelet (4223 4444).

LONDON

Royal Philharmonic Orchestra conducted by Antal Dorati with Anne-Sophie Mutter, violin; Brahms, Royal Festival Hall (Tue). (288 3191).

NEW YORK

Carnegie Hall: Isaac Stern violin recital. Mixed programme (Tue); Orchestra Society. Lyndon Woodside conductor; Mozart Elegia (Wed); Philippe Bianconi piano recital. Mixed programme (Thur). (247 7780).

WASHINGTON

National Symphony (Concert Hall): Hugh Wolff conducting Kathleen Battle soprano; Mozart, R. Strauss (Tue); Rafael Frühbeck de Burgos conducting; Jose Pegizatti piano; Stravinsky, Liszt, Beethoven (Thur). Kennedy Center (254 2275).

CHICAGO

Chicago Symphony Youth Concert (Orchestra Hall): Kenneth Jean conducting; Stravinsky, Saint-Saëns, Rimsky-Korsakov, Haydn, Mussorgsky, Donald Ebb, Fuchs (Tue, Wed, Thur). 10.30 and 12. (495 8111).

Chicago Symphony Chamber Series (Orchestra Hall): Virtuosi di Landolfi, Prokofiev, Uhl, Ives, Maxwell Davies (Wed, 5.45). (435 8111).

TOKYO

Asako Jisaki, piano; Haydn, Brahms, Schumann. Tokyo Opera House, Recital Hall (Tue). (573 3588).

Ensemble Freie Schule, Mihai Schenck, Ishibashi Memorial Hall (Tue). (361 4320).

BaseRate

BCC announces that
from 5th May 1987
its base rate is changed
from 10% to 9½% p.a.

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Opera and Ballet

PARIS

Elektra conducted by Kent Nagano with Helga Dernach, Gwyneth Jones and Cheryl Studer alternates with Maggy Marin's ballet Lecons de Tenebre to Couperin's music conducted by William Christie in which light is created out of chaos and darkness. It is followed by Lazarini's Les Filles Mal Gardée in a refreshing pantomime version. Paris Opera (4223 5022).

Franz Berndt and the Wuppertal Tanztheater reveal through remorseless questioning the essential man in two alternating programmes George Balanchine's Kontraboth (at least well sung) by Joachim Summers, Guyse Howell, and Marie-Catherine (and conducted by Mark Elder with genuine Verdian sweep. (333 2151).

WEST GERMANY

Hamburg, Staatsoper: Don Carlos by Carlos Martínez Price, Nicolai Ghiaurov, Giacomo Aragall and Giorgio Zanacani. Hamburg Ballet Days (35 11 51).

Frankfurt Opera: Orpheus in der Unterwelt in Jürgen Tannhäuser's production, with Sharon Markovich and Hans Peter Blochwitz. La Bohème has a particularly strong cast with Alberto Capuano and Yoko Watanabe, conducted by Michael Böder. Busoni's rarely played Doktor Faust returns with Julius Reich in the title role. William Forst's new ballet The Loss of Small Detail rounds off the week. (25 21).

Cologne, Opera: Fidelio has fine interpretations by Maria Slatina, Hans Günter Nicker and Hermann Winkel. Zur Zimmermann brings Marianne Hinst, Ludwig Raunmüller, Martin Linke and Ulrich Helmrich together (20 07 61).

Staatsoper Stuttgart: Car and Peg has fine interpretations by Eva Radovcova, Wolfgang Proksch, Julia Conwell and Renate Wolansky. Madame Butterfly takes the leads Carmen Mammano, Awiida Verjee, Karl-Haum Eichler and Mark Mun-

chian zest, returns to the house for a round of performances led by Terry Jenkins, Lillian Watson, Emile Belcourt and Richard Angas, conductor James Holmes. Further performance of the Don Giovanni revival excitingly conducted by Roger Norrington; Simon Boccanegra, in David Alken's dreamy sumptuous staging, is at least well sung (by Joachim Summers, Guyse Howell, and Marie-Catherine) and conducted by Mark Elder with genuine Verdian sweep. (333 2151).

NETHERLANDS

Amsterdam, Muziektheater: Sisi Watson performed by the Carolyn Carlson dance group (Wed). Premiere of the Netherlands Opera production of Puccini's Madam Butterfly directed by Monique Wagenaars and designed by Hermann Sober. The Netherlands Philharmonic conducted by Charles Badza, with Hiroko Nishida (Cho-Cho-San), Franco Faravola (Pinkerton), Judith Christian (Suzuki), and Malcolm Donnelly (Sharpless). (Thur). (255 455).

Erede, Concordia: The Netherlands Dans Theater with the Unsung (Linen) and L'Histoire du Soldat (Kyril/Skravinsky). (Tue). (13 57 00).

The Hague, Koninklijke Schouwburg: Rosalind Newman and Dancers from the United States (Tue). (46 94 50).

Scheveningen, Circus Theatre: The National Ballet with Before Nightfall (Christie/Martinez), Corps Van Manen/Berg, Seventh Symphony (Van Schayk/Beethoven). (Thur). (58 22 00).

NEW YORK

City Center Paul Taylor Dance Company: New York City Ballet (New York State Theater). More than 40 pieces by Balanchine, Robbins, Peter Martins and other choreographers will be part of the two-month-long 88th season, including the new works by Martins set to music by Handel and Michael Torke. Ends June 23. Lincoln Center (970 5570).

Temptation/The Other Place

Michael Coveney

There is a cracking new play to join Doug Lucie's *Fashion* in the RSC's Other Place in Stratford-upon-Avon: a Faustian allegory of espionage, ideological experimentation and double-talk in an unnamed country. The author is Václav Havel, the Charter 77 signatory still detained under home arrest in Prague. Havel's creative response to his own captivity — I believe he has not seen a play of his performed for years — is one of the great artistic adventures of our day, and one of its heroic tales, too. In Tom Stoppard's version of his *Largo Desolato* at the Bristol Old Vic last year, his understandable paranoia seemed to get the better of his dramatic instincts. But with *Temptation*, sprightly translated by one of his key British supporters, the robust George E. Theber, and directed by Peter Michell, Havel writes in the more explosive, satirical vein of his most famous play *The Memorandum*.

At first we are not sure whether the Director is addressing colleagues or inmates of the scientific institute. Jung's writings are in circulation and the programme is threatened by a dabbler in various other of the banned hermetic writings. This Aleister Crowley of the Gulag turns out to be Dr Fouska who operates behind closed doors as a follower of pre-scientific religion and a sadistic sexual fantasist. The furtiveness of all this, as Billy

Bunter's friend would have said of the fat owl's appetite, is terrific. John Shrapnel, fresh from other furtiveness in the *Cynthia Payne* movie, descends on the RSC and gives what will have to go down in the awards ceremony as the sweetest performance of the year, as he vigorously bemoans the lack of faith in society whilst celebrating the work of the devil under the banner of science.

He is, this Fouska, a character to his own times and no mistake. His Mephisto is a cheerfully odious, down-at-heels fellow called Fistula, whom David Bradley presents as a scowling hobo equipped with beret, plastic bag and a most necessary change of shoes. This intellectual renegade is dubbed "the most dangerous man in the world" by his agent provocateur. From this point in the play, the acquisition of knowledge is put on a par with its dissemination. Hence the ideological richness of the play, as heresy and conformism are refracted through the weird, surreal social life of the institute.

The reverberating dimensions are medical as well as sexual, and the issue of freedom of speech and responsibility to the source of that freedom is ironically equated with the need for toeing the hierachical line. This summary of the sound makes the evening sound worthy, which is the last thing that could be said, I am glad to report, of either Havel's marvellous theatrical energy or the splendidly tumultuous production supplied, in the very best traditions of this venue, by Roger Michell.

The tempo of the proceedings is much governed by Jeremy Sam's score of *Valses Macabres*. Wellian tango and smoky jazz entrées. These are beautifully played by a trio residing above a Stratford company which looks as strong as any assembled this season if you discount the form so far on the main stage.

This show is notable, for instance, in Paul Webster's confident occupation of the Director as a vivid little ferret reduced to pouring out his soul on a garden bench to Fouska with offers of after dark companionship. Mr Webster has never been seen to better effect at the RSC. And there is excellent work from Barrie Rutter as his fawning deputy, Shirley King as a dumb wifely appendage who, like Helen Field's Julie Legendre as the exotic accomplice in Fouska's jealousy games, and Ian Barritt who learns to keep on the right side of the boss by sleeping there.

In all, the impression, brilliantly sustained, is of public counterfeiting washing over dark and stabbing scenes of private altercation and discussion conducted in a whisper, removed from the glare of light bulb, lamp, or fresh liberating air. This lends the play a peculiar power and chilling content of contemporary value. *Temptation* in short, and as always, is hard to resist.

Jorma Uotinen/Brighton Festival

Clement Crisp

The Brighton Festival, which began on Friday, made a brave start to its dance productions by inviting Jorma Uotinen to give performances of his Screen at the Gardner Arts Centre. Mr Uotinen is Finnish, a former associate of Carolyn Carlson when she was working at the Paris Opéra, and currently ballet-master and choreographer of the Helsinki City Theatre. He has also created for the Finnish National Ballet and his work uses dance as springboard into a more theatre-oriented form. Screen, which dates from 1984, would be a corseted door to a world of pre-scientific religion and a sadistic sexual fantasist.

Screen, is danced to, and with Schubert's Death and the Maiden quartet (wildly over-amplified), and Mr Uotinen establishes a sure relationship between score and dance, most intriguing in the second movement's variations on the song, which he treats as separate but related episodes concerned with images of sorrow and longing. He is not slavish in following the music, but pins dynamic effects — stamping, repeated gestures — into Schubert's formal patterns to confirm the subliminal links between the music's inspiration and his own commentary upon it.

It is a solo about grief at the loss of a beloved — loss which has urgent physical expression as well as a vivid communication of emotional despair amid a flood of sexual memories. The low beloved appears as a vision — Helens Lind-

gren is seen as a spectral figure, partly clothed, then naked, finally as a mourner, at the back of the stage — but the demands of the piece fall on Mr Uotinen, whose powerful technique and equally powerful projection of feeling expose the desperate imaginings of a young man

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There are obscure moments, and the score's length proves a slight problem, but all in all this is a performance by a strongly communicative and imaginative talent, well worth seeing.

Orpheus in the Underworld/Coliseum

Martin Hoyle

A table, a chair, a frock and a pair of women's shoes are the properties on which the dance focuses. These, and the excellent lighting by Claude Naville, are the necessities of a staging brought to life by Mr Uotinen's controlled passionate performance. He produces a remarkable range of movement, from gesture that seems torn from his psyche as he clutches his mouth in a scream, to bursts of wild energy and moments when arm positions either float in the air or move in an arc of strobe-like images. He turns the girl's dress into a potent evocation of her presence, touching each eye with a corner of the garment with a refined dignity of a Nob actor mining grief.

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It is true that the libretto of *Daphne* is heavy, verbose, inadequately literary in tone, but the shape of the action is supple, and the balance consistently well-judged. But the problem with the opera, rather than that it is inherently untheatrical — slow and static in dramatic substance, hard to realise in those few events it does produce — is that Hofmannsthal (dead in 1928) and the Jew Stefan Zweig (who had died in Switzerland after the *Schweigende Frau* crisis) as librettists; and Josef Gregor, Zweig's replacement, though his awareness of Strauss's Artic sensibilities were to fruit in both *Daphne* and *Die Liebe der Danae*, was no great master of the operatic word.

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FINANCIAL TIMES

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Tuesday May 5 1987

A yen for J-curves

EXPECTATIONS OF last week's talks between President Reagan and the Japanese Prime Minister Mr Yasuhiro Nakasone were never more than modest. As far as the Japanese are concerned, it is both men have reached a point in their political careers where they have a great deal to be modest about; and as far as the huge trade imbalance between their respective countries is concerned, the pronouncements from Washington at the weekend simply confirm that neither has much room for manoeuvre.

In President Reagan's case the limitations are self-imposed and short-sighted. The US trade deficit is a reflection of the large imbalance between savings and investment that has opened up in the US economy since the tax cutting programme of 1981. By refusing to address the resulting increase in the budget deficit by increasing taxes, this supposedly liberal president has made a notable contribution to the build-up of protectionist pressure in and out of Congress.

In contrast, Mr Nakasone has shown more impressive qualities. But having recently failed to secure the Japanese Diet into accepting his sales tax proposal, he has jeopardised any possibility of structural reform in Japan's heavily distorted land market or liberalisation in agriculture, which together hold the key to the longer term reduction of the trade surplus.

Vicious circle

Against this political background, the real need is to buy time to prevent further trade friction until structural reform becomes feasible again. On this score it is hard to generate much enthusiasm for the two genuine novelties that Mr Nakasone pulled from his hat in Washington. The proposed reduction in short-term Japanese interest rates could well do more to promote speculation on the Tokyo stock market than to stimulate domestic demand or prompt dollar-shy Japanese investors back into this week's US Treasury bond auction in strength. As for the plan to direct more capital to the Third World it remains to be seen how easily or efficiently this \$200 can be absorbed. The irony in all this is that

the yen has already appreciated more than enough to cause a significant fall in the volume of Japanese-US trade, even though the Japanese trade surplus continues to rise at similar rates; by the same token, the rise in the value of dollar imports into the US tends to mask the upturn in the volume of US exports. The result is that policy is trapped in a vicious circle. Private capital is reluctant to take over from the central banks in supporting the dollar until the current account imbalance stops deteriorating. Yet the current account figures cannot improve until exchange rates stabilise to let the mechanism of so-called J-curve work themselves out.

The difficulty is compounded on the US side because the dollar has not been devalued against other Pacific economies.

The US deficit may thus take longer to correct as South Korea, Taiwan and others gain comparative advantage at Japan's expense. In the meantime, US bond markets become more nervous about import cost inflation as the dollar plummets further.

Speculative bubble

The most painful way out of the impasse is to tighten US monetary policy, thereby slowing growth at home and exacerbating the debt problem in domestic and international markets. The more sensible prescription is a steerable US issue of foreign currency bonds, along the lines adopted by the Carter Administration in 1979.

This would give a firm signal to the markets that the dollar will be underpinned, because any further devaluation would cause swingeing increases in the dollar cost of servicing the fast appreciating foreign currency debt. It would also mop up excess liquidity in Tokyo, so helping stave off a financial crash that is beginning to look a serious possibility.

The US Administration is hostile, partly because President Reagan is reluctant to follow in his predecessor's footsteps. But as long as Congress persists in measuring trade performance in current dollars instead of looking at its people and to its allies not to negotiate with nations sponsoring terrorism.

It became a scandal three weeks later when Mr Reagan announced after a brief informal inquiry, that up to \$20m of profits from the arms sales had been diverted to the Nicaraguan Contra rebels, thereby breaching a congressional ban on all direct and indirect US military aid.

The instant sacking of Col North, the White House aide identified as running the undercover operation, coupled with the resignation of his mentor, Admiral Poindexter, President Reagan's national security adviser, resulted in four separate inquiries, two of which are complete.

The Senate intelligence com-

White House seeks watchdog

With Wall Street scandals unfolding thick and fast, White House aides had hoped to find a replacement for John Shad

as chairman of the Securities

and Exchange Commission with

10 days of his nomination as US ambassador to the Netherlands. But the informal debate passed six weeks ago and no new watchdog has yet been named.

When Donald Regan left as

President Reagan's chief of

staff, his list of potential chairmen was headed out by the

successor, Howard Baker, his successor.

But the new men could not

decide what they wanted.

When we first got here, we

thought we wanted a hanging

judge," one said. "Now our

concern is to have an un-

ashamed statesman who under-

stands the industry."

Trouble is the number of trou-

bled firms from which such

a man could be drawn seems to

diminish daily. Moreover, some

potential candidates might be

reluctant to drag their Wall

Street fortunes through the con-

fimation hearings of the Senate

Banking Committee. Faced with

these difficulties the White

House is said to be "B" list

One of the few front runners

is Arthur Levitt Jr,

chairman of the American Stock

Exchange. He knows Wall

Street well yet has not worked

for one of its firms since he left

Shearson Hayden Stone, a pre-

decessor of Shearson Lehman

Brothers, in 1978. His biggest

drawback is a Democratic

Party membership, though this

could be overlooked.

Another is John Whitehead,

deputy Secretary of State and

former co-chairman of Goldman

Sachs. He might have hurt his

chances by contradicting some

of President Reagan's public

statements on the Contra arms

deal.

If the search drags on much

longer, the White House might

have to settle for someone on its

"B" list which includes two cur-

rent Republican SEC commis-

sioners, Charles Cox and

Edward Fleischman.

Senator William Proxmire,

IRANGATE - THE INQUISITION

 Criminal Inquiry Senate Watergate Independent Counsel Hearing inquiry Appointed by Federal Court on Dec. 19, 1986 after Ed Meese, US Attorney, stepped down. Inquiry could last one year. Possible indictments and trials to follow.	 Senate Intelligence Committee Oversight Board Hearings opened Dec. 1986. Report published Jan. 23, 1987	 National Security Council review board Appointed by Reagan, Nov. 26, 1986. Reported Feb. 26, 1987	 House Select Committee Appointed by Reagan, Nov. 26, 1986. Reported Feb. 26, 1987
		 Senate Select Committee Public inquiries set up Jan. 6-7, 1987. Now effectively merged—will report this autumn.	

The unmaking of Mr Reagan: part two

By Lionel Barber in Washington

initiatives report showed how the Reagan Administration, with the connivance of the Israeli Government, traded arms for American hostages held by Iranian extremists in Lebanon. The Tower Review Board—set up by President Reagan to examine the workings of the National Security Council—produced, at the end of February, a 200-page report which portrayed a detached president badly served by his advisers pursuing a rash and ill-conceived Iran policy.

So far, attention has focused on the tall marine with the toothy grin, Oliver North. A Vietnamese war hero with a taste for the rough-and-ready, troubleshooter, Col North was undoubtedly the Administration's point man in the undercover effort to keep arms flowing to the Contras during the 1983 congressional ban.

Yet this was well documented. The New York Times described the dubious activities of a White House-based aide to the Iran-Iraq war in the summer of 1985, but withheld the name on national security grounds. He was later named as Col North by the Washington Post. Senator John Kerry, a Massachusetts Democrat, produced still more damaging evidence in a detailed report last year. But such was President Reagan's

political standing that his opponents and the press failed to make any impact.

Less well known was how Col North doubled up as hostage negotiator and arms supplier to Iran (though a syndicated column in the Atlantic magazine in June 1986 stated: "We can reveal that the secret negotiations over arms supply and release of American hostages have involved members of the National Security Council and a former official of the CIA").

But congressional investigators have already discarded the popular theory that the Iran-Contra operation was run by a power-hungry marine from a basement in the White House. Siphoning profits from the arms sales to the Contras required a sophisticated financial brain trust to keep track of the millions of dollars flowing through Swiss banks, offshore companies and private arms dealers' accounts.

The two obvious candidates for Congressional scrutiny are the retired former air force general, Richard Secord, who with his Iranian business partner Albert Hakim, is well known in the international arms trade. Such was Secord's role that his name could be released for money.

Secord's son, Theodore Secord, who first suggested—in a 1984 memo to the State Department

that the American hostages

should be released for money, was a second Secord in the Iran-Contra operation. According to the Tower Report, it was a former CIA agent, Mannie Chackley, who first suggested—in a 1984 memo to the State Department

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THE IDEA of an international conference to advance the cause of peace in the Arab-Israeli conflict has been floating about the international agenda for some months now. For some no-accountable reason, it refuses to go away.

On the face of it, it seems a hopelessly idealistic notion. Not merely do the differences between the potential participants on issues of substance appear to be as profound as ever, but within Israel even the very idea of a conference is fiercely opposed by half the coalition government.

Mr Shimon Peres, leader of the Labour alignment and Foreign Minister, is actively pressing the case; but Mr Yitzhak Shamir, leader of the Likud bloc and Prime Minister, is just as actively opposing it. Yet the idea remains obstinately resilient and may even be gaining ground.

It has been canvassed for some time by Jordan, Egypt and the Soviet Union, and more recently by the European Community, whose president, Mr Leo Tindemann, the Belgian foreign minister, is undertaking

a series of visits to Middle Eastern countries.

The US, traditionally the godfather of outside diplomacy in the Middle East, was at first openly sceptical of the utility of any conference; but recently President Reagan has made a show of greater enthusiasm, and has urged Mr Shamir to reconsider his opposition to the idea.

The opposition of Mr Shamir and his Likud bloc is based on the proposition that a United Nations-sponsored conference would automatically start with at least three prejudices which would be dangerous for Israel's security. It would take as read the assumption that Israel must give up all the territories captured in the 1967 six-day war, the West Bank, the Gaza Strip and the Golan Heights; it

would give a role to the hated Palestine Liberation Organisation; and it would give a route to the Soviet Union, whose machinations on behalf of left-wing rejectist states like Syria are held to be almost equally malign.

Ostensibly, the Likud is in favour of direct, face-to-face bilateral peace talks between Israel and its Arab neighbours, and cites, as a spectacular vindication of this view, President Anwar Sadat's sensational visit to Jerusalem and the peace treaty with Egypt which was either given to the Israelis by God, or else is essential for their military security, or both.

The Labour Party, by contrast, has long been committed, at least in theory, to some version of the proposition that Israel should trade territory for peace in the Arab world in exchange

for the Sinai desert. Yet Mr Shamir's office recently put out a document arguing that an international conference would undermine the Camp David accords "for which Israel paid such a high price."

If there were to be a bilateral negotiation with King Hussein of Jordan, the stakes would be much higher and would certainly include, at a minimum, the future of the West Bank and Gaza and their Arab inhabitants. Yet to judge from Likud rhetoric, the West Bank was either given to the Israelis by God, or else is essential for their military security, or both.

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Some, like Mr Abba Eban, the former Labour foreign minister, argue that far from enhancing Israel's security, the 1.3m Arabs in the West Bank and Gaza represent a major threat to Israel's political integrity and stability.

"The divide in Israel", he told me recently, "is between those who think the present situation is optimal and those who take a tragic view of the status quo. The structural effects on Israel are disastrous either we maintain a dual jurisdiction defined by race, as it is present, in which case we become like South Africa or else integrate them into the Israeli political system, in which case we become just another Middle East state, like Lebanon."

Labour's preference — and in this respect its views are superficially similar to those of the Likud — would be that any substantive negotiation should be conducted bilaterally between Israel and Jordan, and exclude the PLO.

The difference is that, unlike President Sadat in 1977, King Hussein of Jordan is in no position openly to defy the rest of the Arab world by embarking on a separate peace negotiation with Israel. Mr Peres recognises that if there is to be a negotiation, the King needs cover and that can perhaps be provided by the framework of an international conference.

The conference is now starting to look like a moderately live issue, because secret diplomacy has made progress on

the terms of a multilateral conference and the link with a bilateral negotiation. But when an Israeli official claimed on Friday that there was an agreement between Jordan and Israel on the terms for a conference, what he really meant was that there was an agreement between Jordan and half the Israeli Government, which is slightly different. And even that much has been fiercely denied by a brace of Jordanian ministers.

Equally problematical is the question of the political mood in Israel. Obviously, Mr Peres is looking to the conference idea as the mechanism for breaking the left-right coalition. Mr Eban claims that half the electorate is now ready to trade territory for peace, and that 80 per cent would be ready if negotiations actually started; but then he would, wouldn't he?

Given the post-war history of the Middle East, scepticism seems the healthy posture. As the man said, never make forecasts, especially about the future. Where the Arab-Israeli conflict is concerned, that injunction should probably be applied to the present, as well.

hope to ensure that Palestinian interests are represented by some tame Arabs from the West Bank and Gaza under a Jordanian umbrella. The objection to the PLO is not just that it is branded a terrorist organisation, but that it will not easily be dislodged from its demand for an independent Palestinian state.

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Ian Davidson

When the spoils of war will bring another battle

■ Tony Jackson on the fight to take over a French industrial gases company

L'AIR LIQUIDE, the French industrial gases giant, has only one word for the extraordinary international battle going on for control of its small and struggling French competitor, Duffour et Igon. It is, says L'AIR LIQUEIDE, a "coupotage": a shambles.

The bid has seen four companies — Aga of Sweden, Linde of West Germany, Union Carbide of the US and Carbores Metálicos of Spain fighting over a company with less than 5 per cent of the French industrial gases market. Yesterday's bid, from Aga at FF 4,000 a share, is a worth over £50m, around 40 times earnings.

There is doubtless a touch of corporate machismo about the contest, but there are also perfectly serious issues involved. Across the world, a handful of big gases manufacturers are snapping up their smaller rivals. And in Europe — a particularly attractive market — Duffour et Igon is one of the last independent companies on offer.

The surprising thing about this process of concentration is that it is happening so late. The industrial gases business — which takes air as its raw material and breaks it down into oxygen, nitrogen and so on

— has a natural tendency to monopoly and that's making waves in Europe.

The industry's plants are hugely capital-intensive, and the product is not valuable enough to be shipped great distances. The supplier will typically build a dedicated plant next to his main customer, a steel mill say, and supply him direct, selling the surplus in the local market. Competition only occurs on the edge of the plant's territory.

The only way for companies to expand their territory is to acquire each other. In the late 1970s and early 1980s, 70s and 80s, many of the world's big gases manufacturers were concerned with other things.

Paul Wietzel of London stockbrokers Hoare Govett, which has just produced a worldwide study of the industry, says "as the steel industry declined, the gas industry's response was to go into new areas. They haven't all been very successful — Union Carbide and BOC in products in engineering, Big Three in oil services.

"That has all come home to roost in the past few years, and there is now a retreat from diversification. Instead companies are aiming to widen their geographical coverage,

and that's making waves in Europe."

Not all companies are joining in. BOC of the UK, the world's second biggest gases company after L'AIR LIQUEIDE, has no presence in Continental Europe. But "how to get into Europe is the big unanswered question," says Paul Bossonet, head of BOC's gases business.

We find it very hard to see how you build a defensible position in these markets. In such places you have two or three of the big players better established than you are. Dumping down a new plant may be good for morale, but not necessarily for the profit and loss account. You need a core business to start from, which is why people are squabbling over Duffour et Igon."

In the UK it is BOC which is unassassable. The company now has a 70 per cent market share, having been forced to concede a share to Air Products of the US in 1981. It is also third largest in the two key markets of the US and Japan, though second largest in each case is the all-powerful L'AIR LIQUEIDE.

With its share of the French market at close to 80 per cent, L'AIR LIQUEIDE is not directly interested in the Duffour et Igon contest. "If we had been, we could have done the deal long ago," the company says grandly. Its own acquisitions are on a relatively large scale: last year it paid \$1bn for Big Three of Texas, to become number two in the US market, and DM 100m for Aeglof of Germany, making itself world number two in carbon dioxide.

"We've made a lot of acquisitions in the last five years in

Europe to make use of your know-how. If you are in gases or semiconductors or ship fabrication, there are only three or four customers in Europe. That problem applies worldwide."

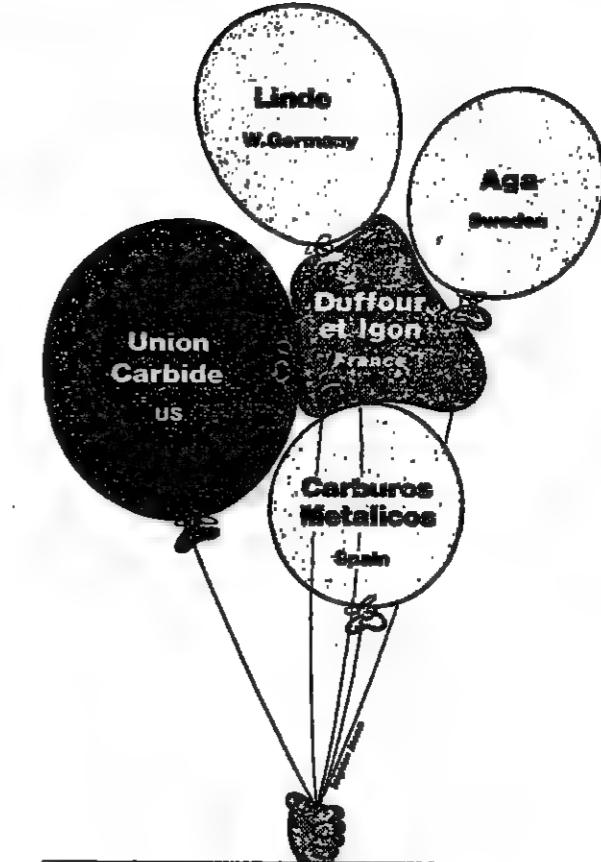
Besides, Dr Eckendorfer argues, the big companies have the R & D ability, which is becoming more essential every year and more expensive."

Paul Bossonet of BOC agrees on the logic. "Looking around the world the big ones have taken a bigger share of the market, and the second-rank companies have disappeared."

The geographical shuffle is bound to continue. Paul Wietzel of Hoare Govett says "the Americans are under-exposed in Europe — and in the Far East, but that's less attractive. Among the Europeans, BOC and L'AIR LIQUEIDE are now up to weight in the US, but the Germans and Aga are not."

Given all round, in fact, L'AIR LIQUEIDE's position is formidable.

"We have put more money into the business than anyone else," L'AIR LIQUEIDE says. "We have concentrated completely on acquisition and investment in industrial gases. We have the leading position, but it has taken an effort to get it." Whoever wins control of Duffour et Igon, plainly, has another battle to come.



A building allowance

From Mr D. King

Sir,—The stock of rented houses has, since the freeze, dropped consistently and substantially and this is one of the reasons leading to lack of mobility for the unemployed who are thus inhibited from moving from parts of the country with high unemployment into areas where opportunities may exist.

In addition, many require housing who are not able or willing to purchase and the declining stock of rented accommodation makes their position intolerable.

The Conservative Party has placed emphasis on home ownership which has been successful in that many are now proud owners but it has, if anything, exacerbated the problem of rented supply. The Labour Party has for so long regarded protection of the tenant as more important than provision of private rented housing with the result that the private sector has continued to decline mainly because the private landlord sees an uncertain future.

To achieve an increase in the stock of rented houses will, in my view be very difficult if impossible without some form of financial or fiscal incentive. My proposal therefore is that a residential building allowance (RBA) (somewhat similar to the industrial building allowance (IBA) which was introduced and supported by both parties to encourage construction of manufacturing premises) should be introduced to encourage the provision of housing to rent.

It would provide an allowance of 10 per cent per annum of the actual and approved building cost against income or corporation tax for ten years. The developer would guarantee the use of the building for letting for residential purposes for the minimum period of ten years and would lose the allowance retrospectively if this was not maintained. Rental levels would be freely negotiated and not subject to control.

D. J. King,
7 Stratford Place, W1.

Small brokers forced out

From Mr D. Conroy
Sir,—Congratulations to Mr Riley (April 25) for the best piece of financial journalism that I have read recently about life assurance. The industry has used the cover of a new regulatory system which is completely one-sided for the benefit of life companies and will do severe harm to small brokers who may be forced out of business due to the enormous rules and regulations and costs for complying with the law. It will prevent small brokers from growing to large brokers and provide less choice and service to the public. There will be

Letters to the Editor

From Mr D. King

more sales representatives working for insurance companies. This will be just like the giant supermarkets, establishing themselves at the expense of the small personal and local shopkeeper. Whoever expects service in a supermarket?

I cannot understand why brokers will have to disclose commissions to clients when there are so many services, e.g. accountants and solicitors, who do not have to disclose in advance their expected earnings in fees or commissions! It is so obvious that the life companies should not have been allowed to arrange the rules for their own objectives, and should have been enforced by an outside committee, without any bias or axe to grind. Unfortunately, the same will need to be changed in the next few years or will be too late to move the majority of the broker service business.

Peter M. Brown,
9 Savoy Street, WC2.

supervisory and monitoring role must be paramount, but with so many newer companies growing to a point where they need independent directors, it would be a divisive concept to lay too much emphasis on the control rather than the stimulation side of the job.

Davidson Coch,
29 Lincoln's Inn Fields, WC2.

Accountants in management

From the Vice-President, Chartered Association of Certified Accountants

Sir,—I was interested to read your appraisal of the two new reports on management education (Management Page, April 29), but I feel bound to question one statistic which is extracted from the Handy document.

He is quoted as stating that BOC has over 120,000 qualified accountants while West Germany has only 4,000 and Japan has 6,000. It would appear that the former figure has been ascertained by agreeing the memberships of the six major accountancy bodies (with some allowance made for dual memberships). A large proportion of the membership of these bodies, however, is to be found in industry, commerce and the public sector and only a minority is in public practice.

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THRUST
That's BTR

FINANCIAL TIMES

Tuesday May 5 1987

Alert values perspective audience industrial values 01-02-86

John Foord

Anthony Robinson explains why colour, not class, is a South African obsession

Economy fails to stir white voters

IN MOST democracies the electorate votes according to the state of its pocket. But colour not class is the great South African obsession.

That helps to explain why the National Party will still form the government after the elections today, despite a record of economic mismanagement. This has led to more than 10 per cent inflation; the collapse of the rand; record unemployment — among whites as well as blacks — and a bloated bureaucracy which has led to a four-fold increase in personal taxation in less than a decade.

If South Africa was a "normal" country, the Government would be facing a humiliating defeat.

The average white was better off after tax in 1970 than he or she is today, despite a 13-fold increase in the price of gold which accounts for more than half South Africa's foreign currency earnings.

Growth in the 1980s has averaged little over 1 per cent, below the 2.8 per cent annual population growth and far below the 5 per cent necessary to make a dent in an estimated 25 per cent (black) unemployment rate.

As a developing country with a large Third World component, south Africa needs foreign investment to achieve the sort of growth which its resource base and infrastructure makes possible. Instead, it has become in the words of Dr Gerhard de Kock, Governor of the Reserve Bank, "a capital exporter like a little Switzerland."

Whites of all political parties agree that the situation is absurd

and are bitter about this negative foreign interference.

That is largely the result however, of the apartheid legacy of the National Party and international reaction to President P.W. Botha's disastrous "Rubicon" speech of August 15, 1985. Instead of trying to convince world opinion that South Africa was committed to radical reform, if not the abolition of racial discrimination, he wagged his finger at a global television audience and thundered: "Don't push us too far."

Foreign banks clamoured to follow Chase Manhattan in the race for the exit, the rand collapsed and the sanctions and disinvestment lobbies abroad became unstoppable. Two weeks later, South Africa declared a partial debt moratorium and reintroduced the two-tier



Mr Gerhard de Kock

Negative real interest rates and often savage rationalisation have restored profit margins and fuelled a stock exchange boom. The balance of payments is in surplus, reserves are rising, the rand, albeit still at only 50 cents compared with over \$1.20 four years ago, is well off its 35 cents post-Rubicon floor.

Sanctions have, as yet, had only a marginal negative impact while disinvestment, although psychologically damaging, has allowed South African companies to buy foreign assets at bargain basement prices. Good rains have also helped by marginally improving the lot of debt-burdened farmers.

But the fundamental reasons why the opposition has not been able to capitalise on the Government's poor economic record can be ascribed to the fact that for many whites "security" and the maintenance of white privilege is more important than prosperity. Many have achieved both.

More than 40 per cent of white voters enjoy sheltered employment in the public sector. They have benefited from the transfer of resources from the productive private sector to the bureaucracies, including the security forces and those which administer apartheid.

That said, however, thousands of whites will be going into the polling booths aware that their incomes have declined and resentful about their taxes. Many blue-collar and less skilled workers and public servants are expected to show their frustration by voting for the right. Those higher up the social and economic scale, including many "de-tribalised Afrikaners" who no longer need the crutch of traditional Afrikaner nationalism, will vote for the Progressive Federal Party and the Independents.

Ultimately the division is between those who feel most threatened by black aspirations and those who believe that only abolition of apartheid and the creation of a non-racial society open to all talents will create the domestic and international climate for future security and prosperity.

Beneath the surface, class differences and class perceptions look like playing more of a role in voting behaviour in this election than ever before.

Student rally broken up, Page 5

Sun Life considers merger with Pearl

BY HUGO DIXON IN LONDON

SUN Life Assurance of the UK is considering a friendly merger with the Pearl Group, another large British life insurance company, as a way out of its difficulties with TransAtlantic Insurance, its largest shareholder.

A merger would create a life company with total gross assets of more than £5bn (\$8.2bn).

"If we did decide to merge, the Pearl would be a good fit," Mr Peter Grant, chairman of Sun Life, said yesterday. "The simple rationale would be the merger of a traditional life office (Pearl) with an industrial life office (Sun Life)."

Mr Grant, however, was careful to point out that no decision had been made. "We can recognise we would make a very good fit without there being discussions on a merger," he said. "If I say any more, I get into the takeover traps."

Under Britain's Takeover Code, companies are supposed to inform their shareholders, normally by an announcement through the London Stock Exchange, if they are planning a takeover.

Mr Grant admitted that a merger "might be a way out of our problems". He has been fighting off an attempt by TransAtlantic, which owns 26 per cent of Sun Life, to have three of its nominees chosen as directors of the company at its annual meeting on May 13.

The campaign has been bitter,

with Mr Grant arguing that Liberty Life, one of South Africa's largest insurance companies with a 48 per cent share in TransAtlantic, is trying to gain control of Sun Life by the back door. TransAtlantic has responded by saying it may not support the re-election of Mr Grant as chairman.

The battle will take another turn this morning when Mr Grant sends his shareholders another letter urging them to back him. He believes TransAtlantic's nominees would sit on the board as representatives of Liberty, and there would be a very real fear that they would be concerned primarily for its interests, if necessary against those of other shareholders.

Mr Grant said: "Indeed, the very determination of TransAtlantic to secure the appointment of Liberty's nominees must excite grave misgivings about the future intentions of Liberty. If we've been a little frantic, it's been to get our shareholders to vote. We need every vote we can get."

He refused to be drawn on the timing of a possible merger with Pearl. But he did say that Pearl might be wary of merging if TransAtlantic was to become a shareholder in the merged company.

It is possible TransAtlantic would make a full bid for Sun Life if it were to try to merge with Pearl.

'Buy American' law draws UK protest

BY LIONEL BARBER IN WASHINGTON

THE BRITISH Government has lodged a vigorous protest over "buy American" legislation in Congress which threatens to exclude GEC Marconi, the diverse UK telecommunications group, from a \$15bn contract to upgrade broadcasting equipment at the Voice of America Radio Network.

The legislation — illustrative of growing protectionist sentiment on Capitol Hill — has an added provision for GEC. Last December the British Cabinet decided that the country's airborne early warning needs should be met by buying American aircraft from Boeing of America.

GEC is one of four bidders — AEG of West Germany, Brown Boveri of Switzerland, Continental Electronics of Dallas, Texas are the others — which have tendered for the first part of the Voice of America contract (worth initially between \$100m and \$150m).

Voice of America — part of the US Information Agency, the official US Government news and broadcast service — has yet to decide on a winner. Much will turn on legislation drawn up in the Foreign Relations Authorisation Act for fiscal 1988, starting in October.

A key clause in the House bill — approved by the full House Foreign Affairs Committee but yet to reach the floor — is extraordinarily restrictive. Citing the committee's

"strong preference" for an American contractor, Section 303 of the bill says:

"This preference is desirable because of the unprecedent size and expense of the modernisation programme and because, during any time of world crisis, national security will be enhanced by having US-manufactured transmitters, antennas and other components for which the US can ensure an uninterrupted supply of equipment and spare parts."

Other restrictions concern requirements for being considered an American contractor such as incorporation under US law; the employment of US citizens in more than half its full-time positions in the US; and the need to have "existing technical and financial resources in the US."

Even though GEC has a US partner in its bid, Cincinnati Electronics, it would not fit in with any of these qualifications.

Marconi executives are particularly angry because under their proposal 96 per cent of the VOA contract would be sourced in the US.

This week, the Senate Foreign Relations Committee is to adopt its own language for the authorisation bill for fiscal 1988. All four bidders and the UK Government are watching closely to see if a similar clause is inserted.

Steel groups to merge

Continued from Page 1

to provide aid to cover the creation of new jobs for workers made redundant.

Excluding heavy plate and tubes, Mr Mer said that the group's hot rolled coil division just broke even last year on sales of FFr 30.5bn.

Loses were heaviest in the long products — wire rod, bars and beams — divisions, which ran up an operating deficit of FFr 2.2bn (60 per cent of the group total) on FFr 15.8bn of sales.

Investment is to be reduced over the coming years to an annual level of FFr 3bn from FFr 4.5bn over the last three years.

UK reserves rise

Continued from Page 1

to rise further could seriously damage business confidence, while the pound's recent gains will at least partly offset inflationary pressures in the economy.

Most economists in the City of London now expect at least another 1% point reduction in rates in the run-up to the general election widely expected in June. Some predict that a cut is likely as early as this week.

Upward pressure on the pound has been based on forecasts that the Conservative Government will comfortably win a June election and that the dollar will remain weak. At the same time Britain's economy is outperforming those of most other industrial nations, while

its interest rates remain relatively high.

Although London's markets were closed yesterday, sterling registered further gains in European and US trading, as the dollar fell.

West Germany's Bundesbank bought what dealers said were modest amounts of dollars to put a brake on the US currency's slide, while both the French and Belgian central banks intervened against the D-Mark within the European Monetary System.

The dollar nonetheless closed weaker in Frankfurt at DM 1.7770 compared with Friday's London close of DM 1.7795. The pound rose to DM 2.9620 from DM 2.9750 and to \$1.6780 from \$1.6730.

President defuses potential crisis in India

By John Elliott in New Delhi

A POTENTIAL constitutional crisis in India has been defused with a public denial by Mr Zail Singh, the President, that he intends to try to dismiss Mr Rajiv Gandhi, the Prime Minister, for withholding government information from him during the past two years.

More than 40 per cent of white voters enjoy sheltered employment in the public sector. They have benefited from the transfer of resources from the productive private sector to the bureaucracies, including the security forces and those which administer apartheid.

That said, however, thousands of whites will be going into the polling booths aware that their incomes have declined and resentful about their taxes. Many blue-collar and less skilled workers and public servants are expected to show their frustration by voting for the right. Those higher up the social and economic scale, including many "de-tribalised Afrikaners" who no longer need the crutch of traditional Afrikaner nationalism, will vote for the Progressive Federal Party and the Independents.

Basic differences between the President and the Prime Minister, however, are not so great.

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INTERNATIONAL CAPITAL MARKETS

US MONEY AND CREDIT

Explicit promises fail to convince bond traders

THESE ARE the kind of roller-coaster days that bond traders' dreams are made of.

For nearly a year now, the bond market has been praying for the kind of frenetic volatility that keeps the trades flowing, the spreads widening and the dealing profits rolling in. Finally the gods answered, in the shape of Ronald Reagan, Yasuhiro Nakasone and Paul Volcker. Since the US-Japanese confrontation over semiconductor trade, there has scarcely been a single day when bond prices have moved less than a point in one direction or the other. It should have been a license to print money for the great bond houses.

But now it turns out that one of the market's biggest participants has forgotten the most elementary precautions—without which the whole bond business turns simply into a casino for overpaid schoolboys, though one where the roulette wheels

can transform million dollar profits into losses within the flicker of an electronic screen.

The incredible scale of losses sustained not once but twice within the last few weeks by traders holding unauthorised positions for Merrill Lynch could ultimately turn into a great setback for bond dealers as the insider trading scandal has become for the corporate finance community on Wall Street. Even a firm the size of Merrill Lynch cannot afford to drop a sum like \$260m—double its quarterly net profits—to open.

Nobody can really guess just how much over-trading is going on throughout the market, or what risks are being borne unknowingly by the firms involved. It seems safe to assume, though, that the Merrill Lynch disaster will not be the last to emerge.

However, if the managements of some bond houses might now

welcome at least a brief period of market stability to iron out their trading surveillance systems, there now seems to be little chance of such a wish being granted.

For all the efforts of Mr Volcker and Mr Nakasone to stabilise the dollar with their soothing words in Washington on Thursday, the markets seem to be sceptical to say the least. The 24-point jump in bond prices after Mr Nakasone promised to cut his interest rates, and Mr Volcker said, "Cross my heart and hope to die," in defence of the dollar's current level, was followed by an ominously negative reaction on Friday in both the bond and currency markets.

By Friday evening the dollar had more than lost its Thursday gains, drifting nearly one yen and more than two pennies below the point that it had reached just after the Volcker-Nakasone comments the day before. Similarly, the Treasury

is in a market as quixotic as this, nobody can predict whether a nudge from Mr

long bond gave up 14 points of Thursday's improvement in the wake of the 1 per cent rise in US banks' base rates to 8 per cent.

All eyes are now on how Messrs Volcker and Nakasone plan to live up to their unusually explicit promises and how these plans affect the outcome of next week's all-important Treasury auctions.

Will Mr Nakasone really ensure that Japanese interest rates decline, and what will be the impact of any such action on the behaviour of Japanese investors? Money market rates which might be almost identical in a Western market can vary as much as 2 per cent in Tokyo, while 10-year government bonds and coupon rates yields that vary from 2.9 to 3.7 per cent.

In a market as quixotic as this, nobody can predict whether a nudge from Mr

Nakasone will send the investment yen surging into or out of the US Treasury's favour.

* * *

The following statistics are due to be released this week, along with other events which will have an impact on the financial markets. The estimates of market expectations are compiled by money market services of Redwood City California:

• The Treasury will auction

\$10bn of three-year notes to-

morrow \$9.75bn of 10-year notes

on Wednesday and \$6.25bn of

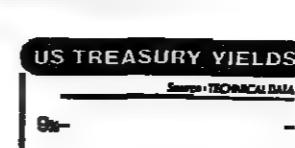
30-year long bonds on Thurs-

day. The market's median expec-

tation for the yield at Wednes-

day's 10-year auction is 8.40

per cent, with estimates ranging



Friday's employment report for April should show civilian unemployment unchanged at 6.6 per cent, with estimates ranging from 6.5 to 6.7 per cent. The growth of non-farm payrolls, another closely watched indicator of economic conditions, is thought to be 225,000, with forecasts of the rate ranging from \$7.5m to \$20m, and M3 is forecast to be up \$21.3m, with projections ranging from \$7.5m to \$26.5m.

Anatole Kaletsky

UK GIILS

Why US rates rise should bypass Britain

ANY RESIDUAL worries the gilt market had that the upwards move in US short rates signalled an end to the down-trend in UK rates were laid to rest last week by the Tuesday cut in base rates. Effectively, it seems, monetary policy in the two countries has been decoupled. The crucial questions must be: for how long and with what effect?

The most graphic example of failed decoupling was in 1984. During the first half of that year, US short rates rose more or less unchanged. Widening from a 1.5 per cent differential in January, the gap in favour of the US had moved to about 3 per cent by late June. During the same period, but extending a trend that first became established in the mid-1970s, the yield gap on 20-year bonds also moved sharply in favour of the US.

The convergence with US short rates is likely to be even more dramatic—and by the end of next month, the gap is expected to be 8 per cent, the gap which now stands at 24 per cent may have almost closed. In the longer term, so long as the US fails to address the fundamental imbalances in its economy, monetary policy will continue to diverge.

During the second half of 1987 (in what is now almost certain to be a post-election environment) the gilt market will prosper from a better domestic fundamental background than feared—without the signs of overheating that have been predicted. Inflation seems unlikely to be above 4 per cent at the year-end and the feared balance of payments crisis will remain the ghost of yester-year. More importantly, however, entry into the European Monetary System (probable, though not certain) will prefer to the international investor the currency protection that will make the relatively high UK yield structure measurably more attractive.

At the same time as short rates in the UK and US move together, long bond yields are expected to have crossed decisively. At the end of this year, US Treasury 7s per cent 2016 is expected to be yielding around 8.1 per cent; a comparable UK 7s is expected to be on a yield of 8 per cent.

In an international perspective, the attraction of the UK market is clear. In the eight months to the end of the year, gilts are expected to outperform not only US Treasuries: the scale of the German and Japanese markets will be gained as well.

Richard Jeffrey
Hoare Gossart

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New Issue / April, 1987

U.S. \$100,000,000



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UK COMPANY NEWS

Eric Short on Sun Life's battle with Liberty Life

Pearl favourite for friendly merger

THAT Sun Life Assurance Society, a leading life company and financial services group, now appears ready to complete rescue by a British rival, shows how determined it is to prevent Liberty Life of South Africa from gaining effective control.

Pearl Assurance has emerged as the favourite candidate for a friendly merger just as an intense battle of words, with Sun Life using language reserved for a bitterly opposed takeover, was reaching its peak.

To the uninitiated, the issue looks straightforward. Trans-Atlantic Insurance Holdings, Sun Life's largest shareholder with 25.7 per cent, is seeking to get three of its top executives appointed to the board of Sun Life.

So why is the Sun Life board, under the chairmanship of Mr Peter Grant, so vehemently opposed to this proposal and determined to defeat it?

Shareholders need to go back a few years when Mr Donald Gordon, chairman and chief executive of Liberty Life, acquired the stake in Sun Life through Trans-Atlantic, which until the end of last year was a subsidiary of the South African company.

He made no secret that he regarded Sun Life as a means of penetrating the UK market as part of Liberty Life's strategy to become an international group.

Mr Gordon's proposals were either turned down by Sun Life or he considered that the price of co-operation—the selling of the equity stake—was too high.



Relations between the two groups, never very cordial, plummeted in January when Trans-Atlantic blocked Sun Life's plan to become a holding company.

In the end, Mr Gordon resolved the situation by letting shareholders decide the future development.

Trans-Atlantic is proposing three of its top executives for election to the board, although Mr Gordon has been careful not to put his own name forward.

If this proposal succeeds at Sun Life's annual meeting a week tomorrow, Trans-Atlantic would have three representatives out of 16 board members—move that, in arithmetic terms, does not represent control.

Yet the reaction from Mr Grant—who has become per-

sonally involved—and his board was extremely strong, to put it mildly.

"Do not let Liberty Life take control of your society," is the board's message to shareholders.

Liberty Life still holds 48 per cent of Trans-Atlantic and Mr Gordon is still chairman.

"Control of the society must not pass through the back door," is another message.

Strong language to oppose a simple resolution for election to the board.

Sun Life has followed this direct appeal to shareholders by newspaper advertisements using language which would be unlikely to survive the scrutiny of the Takeover Panel if a bid was in progress.

Trans-Atlantic has been more restrained, stating that the

appointment of three executives with prior experience detailed in the document sent out over the weekend, will be very much to the benefit of the future development of Sun Life.

It turns the vitriolic language of Sun Life back on its source by asking why such a modest proposal has provoked such a strong reaction and pointing out that three out of 15 directors does not mean control.

After all, says reasoning that it has no intention of seeking control, Trans-Atlantic counter-attacks by claiming that Mr Grant must take much of the responsibility for the present impasse.

It goes further, however, and indicates that it "may find it difficult to support" the re-election of Mr Grant to the board next week.

One may question the methods used by Mr Grant and the board, but there is doubt that the shareholders in Sun Life will be taking notice of the resolutions. The company has booked Goldsmiths Hall for next week's meeting, rather than the usual venue of its own boardroom.

A rejection of Trans-Atlantic's proposals next week—or the emergence of a "white knight" in the meantime—would not end the battle.

It would be putting Mr Grant and Sun Life's board on warning that it had 12 months to get a merger deal put together. And such a move could herald a battle royal if Mr Gordon decided to preserve his interests with a counter bid, rather than sell out.

Norton Opax expects to realise £15m to £18m from the disposal of its UK publishing interests, which it is selling to concentrate on specialist printing and packaging.

The group plans to sell Headway Publications, publisher of British Airways' High Life, National Westminster Bank's Moneycare and other corporate magazines; Mason House Press, publisher of trade annuals; and Opax Publishing, which produces the Company Life series as well as courtesy magazines for the Co-op.

The three subsidiaries, with combined annual profits of about £1.5m, will be sold separately by Samuel Montagu, the company's merchant bank.

Mr Robert Maxwell's 24 per cent stake in Norton, a relic of the company's narrowly won takeover last year of McCordale, a larger printing group, was not a factor in the decision, says Mr Richard Hawell, chief executive.

He did not exclude the possibility that one of Mr Maxwell's companies might be in the market for one or more of the divisions but he said that Mr Maxwell would understand the wisdom of using an auction to get the highest price.

Norton Opax also announced yesterday the streamlining of its main board from 12 to six people as part of a restructuring of the group.

In addition to Mr Hawell as group chief executive, the board now comprises Mr David Rocklin, chairman; Mr Roger Dimbleby, finance director; Mr John Granger and Mr Philip Cushing, chief executives respectively of UK and international operations; and Mr Joe Wiltshire as a non-executive director.

The nature of Sunlife's relationship with its major shareholder should be explained," says the document. "Two of Sunlife's four acquisitions in 1986 were purchased from FKI, and a third was one in which an FKI director had a substantial shareholding. Is Sunlife a 'twin' for FKI?"

Dale Electric, the power systems manufacturer, has hit back at predator Sunleigh Electronics' "unproven record and untested management" in a strongly-worded defence document.

Dale accuses Sunlife—whose paper-only values the company at \$12.1m—of having "a short and unconventional career as an unlisted company in which it had altered with bewildering speed."

Sunlife is quoted on the USA, and last year saw

management change when four former or current directors of the fully-quoted group, FKI Electricals, came onto the board. FKI holds one-quarter of Sunlife's shares.

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Dale goes on to attack the combination of merger and acquisition accounting and the level of extraordinary costs in 1986.

In defence of its own record, Dale says it has tried to diversify away from generating sets, which were heavily dependent on oil states' demand, so that these now account for under half the company's sales.

The company tumbled to a \$96.000 loss in 1985-86, but Dale blames this on world demand for generating sets and problems at its Thai subsidiary, and points to first half profits of \$350,000.

"The recovery continues," says chairman, Mr Joseph Palmer, suggesting that a profit forecast may be forthcoming later.

Yesterday, Mr Tony Merryweather, chairman of Sunlife, rejected the document as "a lot of hot air. They haven't done anything to show firm recovery—if they've had a major turnaround, let's see it," he said.

BOARD MEETINGS

	TODAY	
Interis — John Parkin, Menn.		
Trifiger House,		
Fins—Ambrose Investment Trust,		
Derby Brewery, Joseph Holt, Hopkins,		
Morris, Morris Holdings, Blenheim,		
Waco.		
FUTURE DATES		
Brooks Tool Engineering	May 19	
Finex	May 19	
Afrod (Irons)	May 22	
Boots	May 13	
External Investments Trust ...	May 7	
GIA	May 7	
JACI	May 7	
TDS Circuits	May 8	
Usher-Walker	May 7	

THARSIS

THE THARSIS PUBLIC LIMITED COMPANY

The Annual General Meeting of the Company will be held on Thursday 11th June 1987 at Núñez de Balboa 120, 28004 Madrid. The following features are from the circulated statement of the Chairman, Mr. Frédéric Véga.

While the pyrites trading conditions during the year deteriorated, the property development activities were extremely successful and contributed totally to the profit after tax of €1,356,105.

The future of the European chemical industry cannot be forecast with any certainty. However, the Directors are pleased to recommend a final dividend of 10.5 pence per share in respect of 1986.

Trading activities in pyrites were significantly affected by the depressed state of the chemical industry which resulted in a trading loss in this area.

The reduction in mineral trading was offset by significant sales of development property. Our house development project is now complete and without a further investment we cannot expect significant revenues from land development at Corralejo but a new land development project in the same area, is about to be completed and additional work commenced in the forthcoming year. The Board are considering a number of other opportunities for future investment in the property development activities of the Company.

The level of current contracts would indicate that the volume of pyrites trade in 1987 will be similar to that of 1986, however, in the first quarter of 1987 a small additional tonnage has been shipped.

Norton Opax sells publishing side in UK

By CLAY HARRIS

Norton Opax expects to realise £15m to £18m from the disposal of its UK publishing interests, which it is selling to concentrate on specialist printing and packaging.

The group plans to sell Headway Publications, publisher of British Airways' High Life, National Westminster Bank's Moneycare and other corporate magazines; Mason House Press, publisher of trade annuals; and Opax Publishing, which produces the Company Life series as well as courtesy magazines for the Co-op.

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Financial Times Tuesday May 5 1987

UK COMPANY NEWS

Britannia flotation via offer for sale

BY RICHARD TOMKINS

Britannia, a Cheltenham-based property developer, seems set to become a member of a very small club when it is floated on the stock market next month.

It plans to be only the third company this year to have chosen the offer for sale route to a quotation when it could have opted for a cheaper and easier listing.

So far this year, only two new issues, raising less than the £15m limit on placings, have chosen offers for sale: Capital Radio and Sock Shop.

Britannia, which is advised by Brown Shipley, the merchant bank, is inclined towards an offer because it hopes the publicity will enhance its standing with major clients. "It is a small company with big aspirations," says Brown Shipley.

The company is likely to come to the market at a value of £12m to £15m. About 30 per cent of the enlarged group will be sold, to raise more than half of it in the form of new shares issued by the company. Brokers to the issue will be Heseltine Moss.

Britannia carries out a wide range of property development and construction projects, mainly in the Cheltenham, Gloucester and Swindon areas. It is involved in industrial development, housebuilding and commercial property, and recently it has specialised in out-of-town retail projects for major chain store groups.

The company has changed significantly since it was founded in 1980. Then, it was



The principal shareholders of Britannia Group—left to right: Irwin Richards (managing director), James Sugrue (chairman), Robert Herrick (civil engineering director)

a civil engineer mainly engaged in dismantling coal gas holders and reclaiming the land they were built on for development.

Instrumental in achieving the transformation was the company's present-day chairman, Mr James Sugrue, 52. He is bringing the company to the market with the two other principal shareholders — Mr Irwin Richards, managing director, and Mr Robert Herrick, civil engineering director.

These three have been with the company for 15 to 20 years apiece, but assumed their present positions only four years ago when they staged a management buy-out from the original founders, who had ceased to be actively involved

The company says that in spite of competitive pressures in the building industry and its difficulty in financing longer-

term developments, it has been achieving gross margins of 8 to 12 per cent on construction and civil engineering projects, and 18 to 40 per cent on property and land development.

With borrowings substantially repaid last year, and with the help of a £400,000 gross profit on the sale of development land, pre-tax profits rose from £280,000 in 1985 to £861,000.

Britannia seems likely to be coming to the market on a forecast of roughly double that for the current year, not least because of the realisation of profits on Britannia House, a conversion of the former ABC cinema site into an office building in Cheltenham's famous Parade.

The probable injection of \$5m to \$6m into Britannia as a result of its flotation will greatly increase its scope for property development, and the group is especially optimistic about the growth prospects in the leisure and retail sectors.

The rating on which the company's shares will be listed is still being discussed, but is likely to be set somewhere between the relatively low multiples attracted by building and construction companies, and the higher multiples attracted by the developer.

The recent flotation of housebuilders Wilson Bowden and Charles Green Developments were not very well received, but shares in Watergate International, the property developer floated last month by Brown Shipley at 140p, were at 183p last week.

Hillards plans 'too little too late' says Tesco

BY NIKKI TAIT

Tesco, the supermarket group, has posted its final offer document for Hillards, the Yorkshire chain, reiterating that its target's investment plans are "too little and too late". It also purchased a further 200,000 Hillards shares, taking its stake to 11.1 per cent.

Hillards' future is vulnerable to rapidly increasing competition in its trading region," claims the document. It also attacks Hillards' forecast of not less than £15m pre-tax in 1987-88; "achievement of this forecast . . . would only be at the cost of longer-term profits."

But Hillards immediately fired off a lengthy rebuttal of

various Tesco claims. Like for like volumes at Hillards are expected to rise by nearly 3 per cent, says Mr Peter Hartley, the company's chairman, and the company's profit forecast and implicit margin improvement as "the logical conclusion of our policy of opening new stores, improving the sales mix and investing in productivity."

RANDSWORTH TRUST has exchanged contracts to acquire 20 UK property investments owned by Fisons Pension Trust for £2m cash. Consideration will be met from Randsworth's own resources.

This announcement appears as a matter of record only.



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A FINANCIAL TIMES SURVEY
PACKAGING

This Survey is due to be published on May 29, 1987

It will feature articles on:
THE CHALLENGE OF PLASTICS
NEW FRONTIERS
THE GLASS MAKERS
ALUMINIUM
PAPER AND BOARD

If you wish to know more about this Survey and would like an editorial synopsis or information on advertising, please contact:

JOHN WISBEY
on 01-248 8000 ext 4807

or write to him at
Bracken House, 10 Cannon Street
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Primary Capital Undated Floating Rate Notes

Notice is hereby given that the Rate of Interest has been fixed at 7% 1/2% and that the interest payable on the relevant Interest Payment Date November 5, 1987 against Coupon No. 2 in respect of US\$10,000 nominal of the Notes will be US\$386.53 and in respect of US\$250,000 nominal of the Notes will be US\$9,663.19.

May 5, 1987, London
by Citibank, N.A. (CSSI Dept.), Agent Bank

CITIBANK

FOREIGN EXCHANGE

The Financial Times proposes to publish its annual Survey on Foreign Exchange on

JUNE 2

Among the subjects reviewed will be:

- The Economic Policy Co-ordination
- Liberalisation of Markets
- The Dollar
- The EMS and defence of parities
- Foreign Exchange and Money Brokers
- Hedging Instruments
- The Corporate Treasurer

For more information regarding advertising in this Survey and a copy of the synopsis contact:

David Reed
Financial Times Ltd
Bracken House
10 Cannon Street
London EC4P 4BY
Tel: 01-248 8000, extn 3461
Telex: 885033

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Application has been made to the Council of The Stock Exchange for the whole of the issued ordinary Share Capital formerly listed on The Stock Exchange and the new ordinary shares allotted on 1st May, 1987 to be admitted to the Official List.

The following table sets out the share capital of Era Group PLC as at the date hereof:

	Authorised	Issued and fully paid
2	2,250,000	2
96 (net) Cumulative Convertible	ordinary shares of 5p each	1,447,540.85
2,137,500	Preference Shares of 25p each	3,137,500.00
4,387,500		3,545,040.85

Listing particulars relating to Era Group PLC will be circulated in the Excel Statistical Service and copies of such particulars may be obtained from the Company Announcements Office, The Stock Exchange, Throgmorton Street, London EC2 2BT for two days from the date of this notice (for collection only) and, during normal business hours (Saturdays and public holidays excepted), for 14 days from the date of this notice from:

Era Group PLC Sheppards
35, North Audley Street No. 1 London Bridge,
London W1Y 1WG London SE1 9QU

5th May, 1987

FINANCIAL TIMES ISRAEL

The Financial Times proposes to publish a Survey on Israel on TUESDAY MAY 19 1987

Under its grand coalition government, Israel today is a calmer, more stable country than it has been for many years. Last year's handing over of the premiership from Labour's Shimon Peres to Mr Yitzhak Shamir of the Likud went more smoothly than many had expected, and elections are not due again until mid 1988.

Among the topics to be discussed will be:

Economy	Agriculture
Science-based industries	Diamonds
Chemicals	Petrochemicals
Textiles	Banking
Tourism	Profiles of leading industries and personalities

For information about advertising in this Survey, please contact:

Hugh Westmacott on 0532 454969 Tx: 666813

Simon Timmis on 01-248 8000 Tx: 885033

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GRANVILLE SPONSORED SECURITIES

Capitals.	Company	Price on week div. (p.)	%	P/E
2000's				
6,281	Ass. Brit. Ind. Ord.	187/xd	—	7.3 4.6 8.6
	Ass. Brit. Ind. CULE	163	—	10.0 6.1 —
521	Armitage and Rhodes	37 + 1	4.2	11.4 6.2
6,210	BBS Design Group (UBM)	78	—	1.6 1.8 17.8
72,974	Sardon Hill	227 + 8	4.8	2.0 26.8
7,987	Brey Technologies	146/xd + 15	4.7	3.2 11.6
473	CCL Group Ordinary	128 + 1	2.8	2.1 8.6
1,283	CCL Group 11pc Conv Pref	101	—	10.2 10.5
16,000	Carboneil Group Ord.	100 + 10	10.2 4.0 11.7	
998	Carboneil 7.5pc Pref	94	—	10.7 11.4
1,753	George Blair	95 + 1	3.7 3.9 2.4	
9,639	Iris Group	121 — 1	18.3 NA NA	
6,508	Jackson Group	128 —	6.1 4.9 8.8	
81,550	James Burrough	368 + 1	17.0 4.6 10.3	
3,232	James Burrough Spc Pref.	94 —	12.8 13.7 NA	
47,588	Mulhouse NV (AmstB)	610 —	—	32.0
9,200	Record Ridgway Ordinary	400 + 37	—	8.1
2,322	Record Ridgway 10pc Pref.	88 —	14.1 16.4 —	
847	Robert Jenkins	82 — 2	—	3.7
3,115	Rowntree	168 + 7	5.7 3.7 6.5	
3,500	Town and Country	330 + 2	7.8 2.4 8.9	
1,498	Travian Holdings (SE)	87 + 1	2.8 3.2 16.0	
17,400	Unilever Holdings (SE)	143 + 8	8.0 3.5 13.7	
37,076	Walter Alexander	143 —	—	—
4,574	W. S. Yeates	198 + 3	17.4 8.8 19.6	
4,707	West Yorks Ind Hoop (UBM)	111 + 6	6.6 5.0 16.8	

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Summary of our Annual Report 1986

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FINANCIAL TIMES SURVEY

The rapid growth of direct marketing can be put down to several factors, not least of which is its use in the Government's privatisation programme. As methods are even more refined to pinpoint specific targets its prospects remain bright and a more professional approach is reducing complaints about such sensitive areas as teleselling. says David Churchill.

The consumer calls the tune

DIRECT MARKETING is rapidly shrugging off its Cinderella-image of the early 1980s and is seeking to become accepted for what it is—one of the fastest-growing sectors in the marketing spectrum.

Its growth has been helped by a variety of factors—ranging from the Government's privatisation programme (direct mailing of potential shareholders) through to one-off projects such as the recent delivery to virtually every home in the country of a government leaflet about the dangers of AIDS.

The forthcoming General Election will also be the first to be fought after extensive direct marketing campaigns to woo the voters carried out by all major political parties over the last couple of years.

The future, moreover, appears to offer almost unlimited potential. In the 1990s, the individual consumer will be king and one-to-one marketing disciplines will replace the mass-marketing mentality of the past. At least, that is the thesis advanced by two of America's

leading direct marketing gurus—Mr Stann Rapp and Mr Thomas Collins—in their recent book, *MaxiMarketing*.

Many individuals, however, may view this with some alarm. There is no doubt that the growth in direct marketing—especially telephone marketing—can cause hackles to rise on those consumers who are targeted by so many direct marketers, ranging from financial services through to package holidays.

One recent survey, for example, found that a third of those receiving direct mail shots would prefer not to receive them while a further third were happy to leave things as they are. The remaining third wanted to receive more mailings—but only on subjects that they were interested in.

The survey, moreover, suggested that 'direct mail was found to be more intrusive than television, press or radio, more likely to add to the cost of purchase, less honest, and a medium that tended to talk down to the recipient.'

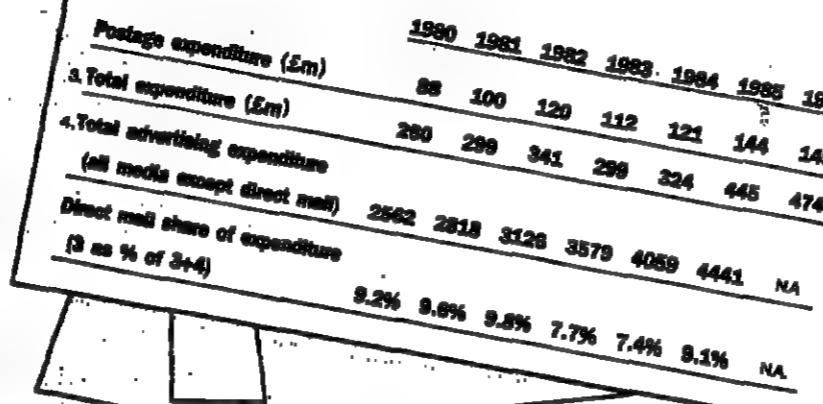
Such disenchantment is perhaps only to be expected from a fast-growing fledgling industry where one of the biggest problems is finding high-calibre staff. Many direct marketing departments are staffed by people with little or no 'classical' marketing experience," points out Mr Anthony Thomson, a director of City Financial Marketing, a marketing consultancy specialising in financial services.

The financial sector has been the key engine of growth for direct marketing. The Big Bang privatisation, mega-mergers, a

DIRECT MAIL VOLUMES (million items)

	1980	1981	1982	1983	1984	1985	1986
Total volume	985	1034	1102	1084	1262	1203	1401
Mail order origins	251	294	333	264	276	330	348
Other origins	734	740	769	820	986	973	1053

Source: Post Office/Advertising Association



spates of new issues, and enhanced competition in the financial services sector have all forced marketing managers to consider direct marketing as a means of getting their message across.

This is the crucial element of direct marketing. It enables companies to reach specific target groups—and measure the response—more effectively than through other forms of marketing. This "narrowcasting"—or close targeting of groups—has been one of the main trends in advertising, public relations, sales promotion, and other

forms of marketing in the 1980s. While mass-appeal advertising such as television commercials has its place in the marketing mix—although even such commercials are aimed at appealing to certain segments of the population—direct marketing allows the advertiser to reach consumers or other businesses in a way that can be the start of a continuing relationship.

As Mr Drayton Bird, deputy chairman of Ogilvy & Mather Direct, defines it: "Direct Marketing is any activity which creates and profitably exploits

a direct relationship between you and your prospect."

Although direct mail is probably the best-known element in direct marketing, it is by no means the only component. Direct marketing also encompasses areas such as telephone marketing, direct response from coupons in magazines and newspapers, house-to-house distribution, mail order, and new areas such as home shopping through a television or computer system.

All these methods can be used in conjunction with other traditional advertising media.

If standards can be maintained and improved, therefore,

then the future for direct marketing looks sound and the confidence shown at last week's Montreux symposium on direct marketing will be fully justified.

one million of its customers.

The area with the most potential growth for direct marketing is the home shopping revolution which is taking the US by storm. In the UK, such direct marketing is still in its infancy because of the relatively low penetration of homes with cable television.

Not surprisingly, the growth prospects for direct marketing have prompted many advertising agencies to move into the sector. Last autumn Saatchi & Saatchi launched their own direct marketing agency, while a number of others have acquired or developed specialist agencies.

Among the leading direct marketing specialists, most have some link-up with an advertising agency. Wunderman International, for example, is part of the Young & Rubicam advertising agency while Morrolo & Payfield is the direct marketing subsidiary of J. Walter Thompson.

The Christian Braun Group, one of the longest-established direct marketing companies, is also one of the few exceptions to this trend since it is owned by Business Intelligence Services, one of the UK's largest computer software systems companies.

But are advertising agencies really taking direct marketing seriously? Mr David Barnes, managing director of direct marketing company DDM Advertising, points out that "direct marketing is heavily dependent on experience in specialist skills, many of which are alien to the world of above-the-line advertising".

The increasing involvement of advertising agencies in direct marketing, however, has further prompted the industry to raise its standards. The Post Office, for example, was instrumental in helping to establish the Direct Mail Sales Bureau to promote the medium and the Direct Mail Services Standards Board.

This board not only operates a recognition scheme for direct mail agencies who conform to codes of practice but also monitors standards generally in direct mail.

A further means of improving the acceptability of direct mail has been the Mailing Preference Service. Disgruntled consumers can ask for their names to be taken off mailing lists—so far some 53,000 have asked this, although another 6,000 have asked to be put on lists for areas in which they have a particular interest.

If standards can be maintained and improved, therefore, then the future for direct marketing looks sound and the confidence shown at last week's Montreux symposium on direct marketing will be fully justified.

Now you can have Britain's most successful direct marketing agency in the comfort of your own office, free for 14 days.

In less than 6 years, Watson Ward Albert Varndell has grown into one of the largest direct marketing agencies in the United Kingdom, with a record of success for its clients that is almost certainly unique.

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We have won more awards in direct marketing than any other agency in the UK. Our most recent honours were a Gold and a Silver from the European Direct Marketing Association, presented at Montreux this year.

We were recently referred to as 'the agency whose work was most admired' by leading direct marketing clients in a survey conducted by Direct Response magazine.

Marketing Week magazine, looking at the latest filed reports and accounts of direct marketing agencies, put us in Number 1 position in terms of turnover. And later, put us in at Number 50 in the top 50 advertising agencies generally, the only direct marketing agency in the table.

And this year, we have featured once more in the 'Growth Companies Register', looking at the fastest-growing 1000 private companies in the UK.

(Interestingly, most of our growth comes from existing clients, where the results we achieve inspire them to

increase the work we do for them.)

If you're involved in direct marketing, or if you're planning to look into direct marketing, perhaps you'd like to know more about WWAV.

We've made a short video on VHS cassette which tells you more about the agency, its record, its resources, its people and its approach.

It will be ready at the end of May, and we'd be delighted to send it to you, quite free and without obligation, for 14 days or for as long as you want.

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DIRECT MARKETING 2

Telephone marketing

The professional touch moves into telesales

TELEPHONE MARKETING is something of an enigma in the direct marketing business. On the one hand it is probably the fastest growing sector in what is itself a multi-billion pound industry. But, on the other, it still retains a high level of distrust from prospective consumers. In a business where all you have to do (in theory) is pick up a telephone and call your target, it is not surprising that the "cowboy" image has been a problem.

Not only has the Office of Fair Trading taken an active interest in this area in recent years but also the direct marketing industry itself has had its doubts.

The judges, for example, in last year's Direct Marketing Awards were prompted to remark: "We were pleased to be able to announce a winner in the telemarketing section because in recent years standards have been so low that the award has been withheld."

In fact, the winner in the awards—which were sponsored by the British Direct Marketing Association and the Royal Mail—was North West Securities. The telephone promotion was used to follow up a personal loan mailing list encouraging existing AA members to use its loan facilities.

The judges chose the North West Securities entry because they "believed it had direct marketing objectives at the

heart of the promotion, something other entries lacked." The winning entry was also said to be very sensitive to the problem of invasion of privacy that telesales can cause.

It was such problems that prompted the Office of Fair Trading in 1984 to publish a report on the abuses of telephone marketing and make suggestions for the operators involved to improve voluntarily their practices or face government intervention.

The OFT's threat — allied to the growth of telephone marketing itself — has seen the industry improve standards considerably. The British Direct Marketing Association, for example, has recently published guidelines for telemarketing companies aimed at preventing consumers being harassed in their homes.

The Market Research Society, moreover, is also seeking to raise standards to prevent bogus telemarketing operators from pretending to be carrying out market research when actually they are seeking to sell a product or service.

It has been suggested, for example, that telephone research companies should always end each interview with a restatement of the company name and the offer of a telephone number for transfer charge calls to check the company's authenticity.

The exact size of the telephone marketing sector is difficult to establish accurately, but most trade sources suggest it has trebled in value between the past three years to a total turnover of between £50m and £60m. This is only the market accounted for by specialist telemarketing companies and does not include the substantial sums spent by companies' own in-house telephone marketing operations.

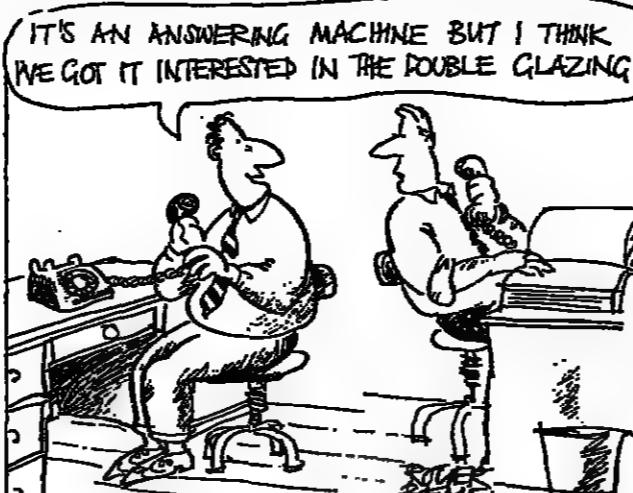
Mr Paul Rowney, publisher of the trade journal Direct Response, suggests that growth among specialist companies will be of the order of 50 per cent a year for the next five years. In the US, expenditure on telephone marketing is estimated at \$37.5bn with claims accounted for by specialist telemarketing companies and does not include the substantial sums spent by companies' own in-house telephone marketing operations.

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recent years, on extra telephones in the home and the development of mobile phones.

New technology, such as computer-based systems, has also helped to make telemarketing more effective, both in terms of cost and reaching the right targets.

Consumers, moreover, are becoming more educated in the techniques of telemarketing. When offered a choice, research shows that some 70 per cent of consumers prefer to respond by telephone rather than coupon.

Moreover, when presented with the option of two companies offering similar services, 65 per cent are more likely to contact the company which offers a free call than those who do not.

"We have endless evidence of the success in the case of Freeline where the caller dials the operator to be connected free of charge, or in the case of Linkline where the caller dials the

.9800 code followed by a 8-digit number for a free, direct call."

Pointed out Mr Adrian Noad, manager of British Telecom's freephone services division. Furthermore, Linkline's flexibility in its different applications means that businesses from all sectors can benefit from the service. Quotas Airways, Norwich Union, and the Bradford and Bingley Building Society number among more than 2,000 companies in the UK who use Linkline.

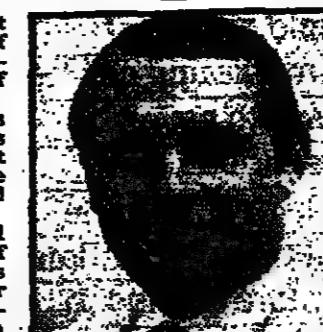
"Many of these companies report increases in sales of 30 per cent and even as much as 50 per cent," adds Mr Noad.

The future development of telephone marketing will, however, hinge on how the sector manages to keep on top of the surge in demand for services and how well client companies can integrate marketing by telephone into their overall marketing plans.

David Churchill

Business direct mail

Computers help in the pinpointing of targets



Drayton Bird, vice chairman of Ogilvy & Mather Direct, offers a warning about competition.

The bad news is that respondents were split regarding the relevance of direct mail to their revenue generation, and 36 per cent think it is not informative.

This underlines the necessity for precise targeting, something much direct marketing still fails to achieve and which acts as often to nullify the marketing effort.

Now that computers are revolutionising the way companies collate, store, cross refer and generate customer information, their likes, preferences, habits and purchasing behaviour, there is less and less excuse for imprecise targeting in the business to business field as far as the consumer field.

Database marketing, though nothing new as a concept, is this year's buzz word in direct marketing. Judging by the number of seminars alone on the subject as one direct marketer pointed out, there is no doubt its impact.

The increasingly sophisticated ability to arrange consumer data means there is a shift in focus from "making a sale" to concentrating more marketing pounds on making that sale lead to a long-term profitable relationship.

The authors of MaxMarketing, one of the brights of the year's crop of marketing books deliver a creed for the future. "Customers are no longer in the business of making and selling

widgets, they are in the business of customer development." As the focus of all marketing effort is increasingly on the individual (as opposed to mass audiences), the onus is on computers to master their unique data better and use it as a sustained marketing tool.

Tony Cole of Milestone Direct Marketing, one of the relatively few business to business specialist agencies in the UK, spelt out the implications of the direct marketing boom, when he addressed the Montreal direct marketing conference last week.

The ability to pinpoint key markets is encouraging wider use of direct marketing in business, he said and predicted a greater dependence on direct marketing in future as marketers realise that the "value of direct marketing is maximised when it is integrated into a complete programme of communications activity."

This means giving it equal placing alongside public relations, salesforce selling and dealer support. But this requires considerable change in attitude, he warned, on the part of company management and a commitment that cuts across established departmental boundaries.

No longer is direct marketing an afterthought, an either/or proposition. Increasingly specialists in this field find themselves working in tandem with a client's advertising agency. Advertising agencies, for their part, continue to recognise the growing demand as more of them set up their own direct marketing operations.

As a clue to the performance of this sector of direct marketing, Milestone, whose clients include IBM, 3M and the AA, reports a growth in turnover of 40 per cent on the previous year, with increasing interest coming from blue chip clients.

Summing up the value of direct marketing, Mr Drayton Bird of O & M Direct reminds marketers of the line "What do you think your competition is doing when you're not there?" A motivating thought.

Fiona McEwan

Top 10 in mail order

Ranked by 1984 catalogue

Sales	(£m)
Sears, Roebuck	2,275
Montgomery Ward	975
Spiegel	571
Fingerhut	500
J. C. Penney	488
American Express	240
Merchandise Services	210
Hanover House	200
L. L. Bean	180
Avon Fashions	180
GRI	112

Sources: Mutual Source Publishing

It is an expensive proposition—and not just for the consumer. The 60-minute tape costs the company \$200,000 to produce and \$8 to \$10 per copy.

The changes in direct marketing reflect the technology and social developments that could not even be conceived of a century ago when Sears Roebuck started its wildly successful mail-order business. The idea at that time was to bring shopping to inaccessible prairie homesteads, where a weekly trip to the general store passed for a community.

Telephone direct marketing has taken to the annoying habit of calling people at their dinner, as the most likely time to catch them home.

The availability of women in the direct sales force has dropped 15 per cent, as reflected in flat annual sales of \$8.5bn for the past two years in the home-sale market. Companies are becoming more reliant on computer-generated "phone calls" to prospective customers, a change that can leave annoyed people behind.

With the mobility of the pioneers' successors, who have more things in easy reach, direct marketing might have been a concept that went the way of the horse and buggy.

But another avenue for sales, which can give manufacturers a means to bypass retailers, will not die so easily. Book companies have taken up direct marketing for even with 20 per cent discounts on specialised items like Bantam offers a catalogues and magazine coupes have continued to reappearing markets.

The \$50bn mail-order catalogue business has seen the end of video catalogues, which come on a tape featuring 65 specialty items. Though Videolog, the first of these efforts to exploit the video-cassette era, costs a customer \$12.95, the purchase price can be put towards the items being sold, which range from \$19.95 to \$229.

Frank Lipsius

Growth of nonstore retailing

(Stat)	1980	1981	1982	1983	1984	1985	1986
VENDING SALES							
Trade reported	13.86	14.60	14.30	14.86	16.64	17.55	N/A
PERSONAL SELLING							
Trade reported	7.5	7.5	9.0	8.5	8.5	8.4	N/A
CATALOGUE/DIRECT ADVERTISING							
Trade reported	28.3	31.6	34.1	37.4	41.4	45.0	50.0

Sources: US Bureau of the Census, Vending Times, Fact Sheet: Direct Selling Association, Mail order data: Mutual Source Publishing

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DIRECT MARKETING 3



Printing technology

Specialists open new vistas

ADVANCES IN printing technology over the past five years have opened up new opportunities in direct marketing. This has been demonstrated by the burgeoning of personalised mailing because of both high and low cost printing systems incorporating new technologies such as ink jet, laser and thermal printing which offer high quality reproduction.

The arrival of low cost personal and office computer systems, including word processors, which allow even the smallest companies to automate more efficiently accounting and mailing has had another important factor. In the past year or so computer companies such as Amstrad have launched models compatible with the market leader, IBM, for less than £1,000 and there is a wealth of computer software covering business, accounting and printing which is ideal for direct marketing applications.

One example of software developed specifically for direct marketing is Mailbrain produced by Computer Factors based in Coventry. Now capable of running on IBM personal computer range the Mailbrain

software covers a range of activities from enabling mail order companies to process high volume data, store address lists, keep control of stocks and take care of accounting and invoicing needs.

The Datema group based in Sweden is another company in this field. It is a specialist in database technology which is simply a way of organising the storage, and retrieval, of information as well as providing more traditional support services for direct mail.

Companies such as Datema and Validata are service organisations offering companies without the necessary computer resources facilities for compiling up to date lists which can be used for more efficient targeting of direct mail.

Validata, based at Melksham in Wiltshire, for example, has been used by large organisations such as the Trustees Savings Bank, British Gas and British Telecom for data compilation.

Contract printing and design of mail is also a large part of the business offered by such companies. However, the price of printing systems has dropped radically and in the US for

example, personal computer base printing systems have become a strong growth market with many software companies providing the programmes necessary to produce high quality printing and graphics under computer control.

Large personal computer companies such as Apple lead the field in this respect competing with more traditional printing companies like Gestetner.

Such software has brought the flexibility to companies to design attractive marketing material at a price many small concerns can afford. Coupled with the improvements in overall graphics and output of direct marketing information is the ability to personalise that information to customers.

So direct marketing is indeed greatly developments in personal computing of which one of the important is the arrival of new printing technologies in a low cost form. Originally technologies such as dot matrix and daisy wheel printing dominated printing applications which were linked to computers.

Dot matrix, where tiny pins activated by computer control strike the paper to form individual characters, is a technology which is more than 20 years old. During that time it has been refined and is a very low cost technology which is attractive to small companies. Prices for printers can vary between about £100 and £2,000.

More attractive, high quality printing is offered by the daisy wheel printer — still electromechanical in design. It has become popular in the office world for connection to word processors where typewriter quality is needed.

The daisy wheel is an interchangeable plastic disc an inch or two in diameter with radiating spokes each carrying

The Mailbrain software produced by Computer Factors based in Coventry covers a range of activities for mail order companies enabling them to process high volume data and store address lists and keep control of stocks. Left, Prime Minister Margaret Thatcher switches on a Mailbrain mail order system for Scotland Direct at Biggar, Strathclyde

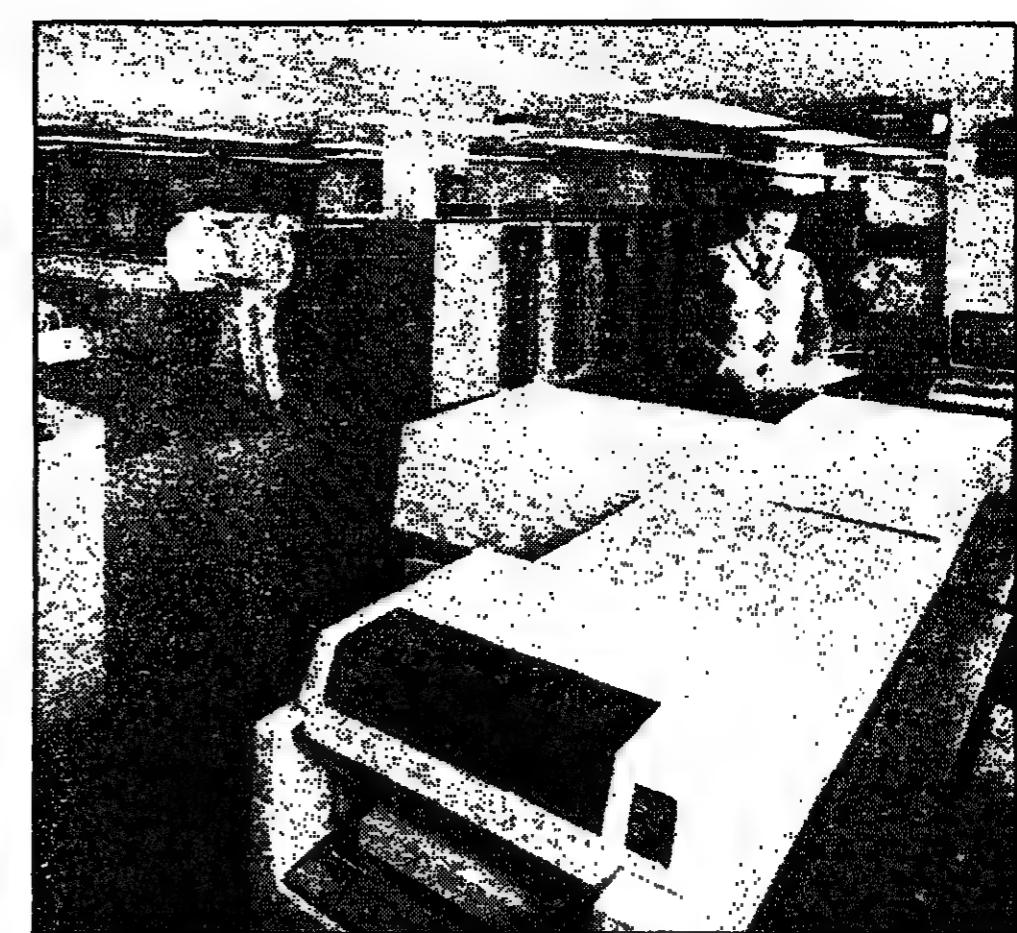
Validata (right) in Melksham, Wiltshire, is a service organisation used by large organisations such as the Trustee Savings Bank, British Gas and British Telecom for data compilation

a single embossed character. The wheel rotates to the required character position where a hammer strikes it on to the ribbon and the paper.

Daisy wheel printers are inexpensive ranging from about £500 to £2,000 but rather slow in operation ranging in printing speeds from below 20 to more than 50 characters a second.

The newer technologies offer the hope of matching low price with high speed. In Japan alone more than 20 companies have developed or are developing low cost laser printers. Leading the field is Canon with a laser mechanism which is used by several companies bringing the cost of a printer to well below the £5,000 mark.

Laser printers pioneered by Rank Xerox for the high throughput end of the market and by Canon for the low cost sector are more flexible systems. They have many features ideal for the direct marketing business such as fast printing speed, font versatility, quality printing and graphics capability. Indeed specialist printers such as Laser Impressions,



based at Stockport, Cheshire, find that having such advanced equipment is vital selling point.

Larger machines tend to use a single laser beam which is struck by reflection from moving mirrors under computer control. The lower cost models have a printing head made from lines of light emitting diodes. These are very small lamps that can be switched on and off at very high speed.

For printing the head moves across a page wide photosensitive drum which becomes electrically charged with character shapes. Black toner, as found in conventional photocopiers, is attracted to the charged areas and is transferred to paper which is then heat treated to fix the toner permanently to it.

Ink jet printers are also becoming important. Here, tiny

small droplets of ink are guided by an electric field so that they strike the paper precisely to form characters. Such machines can produce letter quality printing, do graphics and are insensitive to paper quality. Such printers are capable of more than 100 characters per second. Companies such as Hewlett Packard and Siemens are leaders in this field.

Thermal printing technology is another option in the low cost market and machines have already been developed for the home computer market costing less than £150. Here a hot stylus "writes" on the surface of special heat sensitive paper. Epson

Elaine Williams

Q. Who computerised two of Britain's largest share registers?

A. Data Entry International of course!



We are the largest bulk data entry bureau in the World.

Our flexibility and fast turnaround time make us the obvious choice for computerising the British Gas and TSB share registers.

We employ over 700 people in our data capture centres in the UK and around the world, where an incredible 280 million characters are accurately keyed in each week.

Also available are list

maintenance services including interactive address enhancement; sorting; and label production.

Whatever the size, form or worldwide location of your data entry requirements we can cope, offering a highly professional, cost-effective service, on time and on budget.

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Address _____
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Peugeot Talbot 309 Hatchback



British Airways
Executive Club
Renewal 1986

Like Barclaycard.

In fact over the past 5 years DDM have helped Barclaycard into several million UK households to recruit new cardholders.

And with considerable success, too.

By the testing of different creative approaches and incentives, DDM have managed to provide

Barclaycard with a big increase in people applying to be cardholders — and a hefty decrease in the cost of recruiting them.

Barclaycard think we've played their cards right.

We've turned up trumps for Peugeot as well. For example, the launch of the 309 was, not surprisingly, important to

Peugeot especially as it was their first Peugeot 'badged' model built totally in Britain. So DDM devised a mailing pack to tie in with the main television and press campaign, sent it out to 300,000 prospects to generate test drives and it worked like a dream. The reality was even better. The test drive target was exceeded by 35% and conversion-to-sales was 20% over target. Peugeot are pleased.

So, for that matter are British Airways. They came to DDM in 1985 to help increase membership of their Executive Club and continue to improve passenger loyalty.

DDM have done just that.

Our direct mail package reached a response figure of 87% over target and has helped to increase membership in 1986/7 by 20%.

And we aim to fly still higher yet.

Legal & General put a lot of trust in our high-flying abilities, too.

To give just one example, Legal & General launched their Far Eastern Trust in September 1985. And a very good product it was too. (Still is, come to that.) But to help it along a little more, DDM prepared and placed an off-the-page campaign in the financial pages of the national press in August 1986.



Barclaycard Recruitment
From 1982

The money poured in. One advertisement alone achieved a staggering 430% over the projected target.

And you don't have to be a financial wizard to know that's a useful return on your direct marketing investment.

We rang the bell with BT Mobile Communications, too.

Our most recent work for them has included a long-term campaign to supply BT with pre-qualified leads for Mobile Phones from a carefully targeted mailing campaign.

At 40% over target, we think we got the right number.

For 4 years, DDM have masterminded the 'One Way Only' direct mail programme for Ford Parts dealerships.

Every year it becomes more sophisticated, more flexible — more effective.

Which leads Ford to think the one way only for successful direct marketing is via DDM.

One thing more.

DDM do more than just create imaginative and successful direct response advertising and mailings. We also provide our clients — if they need it — with all the other important specialist services as well. Our List Broking Division is quite simply about the biggest and one of the best in the industry.

Data Processing where we first built our reputation, offers in-house data processing, database marketing, management and analysis — the essence of successful direct marketing. Our Media and Production specialists can define, buy and produce precisely the right print in exactly the right place to suit your strategy.

In other words, if you need someone to help you with any aspect of direct marketing, the first thing to do is call 01-724 0560. Ask for David Barnes, our Managing Director, or Tim Brown, our Business Development Director.

It's the most directly responsible phone call you'll make this year.

Make it now.



British Telecom
Mobile Communications
Direct Mail

from 1985.



One way only

Ford Parts Division.

One Way Only

Marketing Programme

from 1983.

Call David Barnes
or Tim Brown now
on 01-724 0560.

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CURRENCIES, MONEY & CAPITAL MARKETS

FOREIGN EXCHANGES

Trade fears hit dollar

THE DOLLAR fell in Europe and New York yesterday after last week's talks between President Reagan and Mr Yasuhiro Nakasone, the Japanese Prime Minister, failed to end fears of a trade war. Mr Bruce Smart, US Commerce Under-Secretary, described Mr Nakasone's visit to Washington as a disappointment.

At noon in New York the dollar had fallen to ¥128.95, from ¥140.10 at Friday's close, to DML7735 from DML7780; and Sterling rose to \$1.6810 from \$1.6735. Dealers suspected the Federal Reserve sold sterling and Canadian dollars during the morning, but probably not the yen or D-Mark.

Trading was quiet in Europe, with London and Tokyo closed for

national holidays, but the dollar's tone was reversed, with sterling rising to \$1.6765 at the New York close, from \$1.6695 in London on Friday, but easing to DML7825 from DML7850. The dollar fell to Y130.40 in Frankfurt from Y140.60 Friday's London close.

The West German Bundesbank may have given support to the dollar with small-scale buying in the Far East and Frankfurt, but the US currency closed in Frankfurt at DML7770, compared with DML7785 on Thursday, before the May Day long weekend, and DML7880 in London on Friday.

The Bundesbank did not intervene when the dollar was fixed at DML7786 in Frankfurt compared with DML7784 on Thursday. The strength of the D-Mark led to intervention by other Central

and central banks, on fears there could be a renewed build-up of pressure on the European Monetary System.

In Paris there were reports the Bank of France sold D-Marks ahead of the fixing, as the German currency surged to FF73.3475. The D-Mark was later fixed at DML7822. Dealers detected no Bank of France intervention at the fixing against the D-Mark or the dollar, which fell to FF73.9480 from FF73.9850 on Thursday, and FF74.0000 at Friday's London close.

It was also suggested central banks in Belgium and Italy sold D-Marks in an attempt to slow the German currency's advance. In Milan the D-Mark was fixed at a record L715.85, compared with L715.55 on Thursday.

Forward premiums and discounts apply to the US dollar.

STERLING INDEX

	May 1	Last	Previous Close
1 spot	1.6730-1.6760	1.6615-1.6645	
3 months	0.84-0.84	0.89-0.89	
6 months	0.82-0.83	0.87-0.87	
12 months	0.80-0.81	0.80-0.81	

Forward premiums and discounts apply to the US dollar.

CURRENCY RATES

	May 1	Bank of England Rate	Special Drawing Rights	Swiss Franc	Canadian Dollar	U.S. Dollar
Belgian Franc	0.78212	0.78212	0.78212	0.78212	0.78212	0.78212
Danish Krone	2.02653	2.02772	2.02653	2.02653	2.02653	2.02653
Dutch Guilder	2.31043	2.31043	2.31043	2.31043	2.31043	2.31043
Irish Punt	0.768912	0.777586	0.768912	0.768912	0.768912	0.768912
Italian Lira	1403.50	1406.70	1403.50	1403.50	1403.50	1403.50

*CS/SDR rate for April 30: 1.74422.

CURRENCY MOVEMENTS

	May 1	Bank of England Rate	Major Currencies %
U.S. Dollar	7.32	7.32	-0.00
Canadian Dollar	7.67	7.67	-0.00
Austrian Schilling	1.88	1.88	+0.12
French Franc	1.62	1.62	+0.12
Danish Krone	2.02	2.02	+0.12
Swiss Franc	2.31	2.31	+0.12
Irish Punt	0.76	0.76	+0.12
Italian Lira	1403.50	1403.50	+0.12
Hong Kong	1.10	1.10	+0.12
Krora (20)	1.3920-1.3920	1.3920-1.3920	+0.00
Krora (50)	1.3920-1.3920	1.3920-1.3920	+0.00
Krora (100)	1.3920-1.3920	1.3920-1.3920	+0.00
Mexico	1.3320-1.3440	1.3320-1.3440	+0.00
N. Zealand	2.9550-2.9625	2.9550-2.9625	+0.00
New Zealand	2.9550-2.9625	2.9550-2.9625	+0.00
S. Af. (C) 100	3.5310-3.5350	3.5310-3.5350	+0.00
S. Af. (F) 200	3.5310-3.5350	3.5310-3.5350	+0.00
U.S.A.	4.6020-4.6060	4.6020-4.6060	+0.00

*Settling rate.

FORWARD RATES AGAINST STERLING

	Spot	1 month	3 months	6 months	12 months
U.S. Dollar	7.32	7.32	7.32	7.32	7.32
Canadian Dollar	7.67	7.67	7.67	7.67	7.67
Austrian Schilling	1.88	1.88	1.88	1.88	1.88
Danish Krone	2.02	2.02	2.02	2.02	2.02
French Franc	1.62	1.62	1.62	1.62	1.62
Swiss Franc	2.31	2.31	2.31	2.31	2.31
Irish Punt	0.76	0.76	0.76	0.76	0.76
Italian Lira	1403.50	1403.50	1403.50	1403.50	1403.50
Hong Kong	1.10	1.10	1.10	1.10	1.10
Krora (20)	1.3920-1.3920	1.3920-1.3920	1.3920-1.3920	1.3920-1.3920	1.3920-1.3920
Krora (50)	1.3920-1.3920	1.3920-1.3920	1.3920-1.3920	1.3920-1.3920	1.3920-1.3920
Krora (100)	1.3920-1.3920	1.3920-1.3920	1.3920-1.3920	1.3920-1.3920	1.3920-1.3920
Mexico	1.3320-1.3440	1.3320-1.3440	1.3320-1.3440	1.3320-1.3440	1.3320-1.3440
N. Zealand	2.9550-2.9625	2.9550-2.9625	2.9550-2.9625	2.9550-2.9625	2.9550-2.9625
New Zealand	2.9550-2.9625	2.9550-2.9625	2.9550-2.9625	2.9550-2.9625	2.9550-2.9625
S. Af. (C) 100	3.5310-3.5350	3.5310-3.5350	3.5310-3.5350	3.5310-3.5350	3.5310-3.5350
S. Af. (F) 200	3.5310-3.5350	3.5310-3.5350	3.5310-3.5350	3.5310-3.5350	3.5310-3.5350
U.S.A.	4.6020-4.6060	4.6020-4.6060	4.6020-4.6060	4.6020-4.6060	4.6020-4.6060

Yen per 1,000; French Fr. per 10; Lira per 1,000; Belgian Fr. per 100.

MONEY MARKETS

Fed adds reserves

TRADING ON US credit markets was nervous yesterday, on fears yields will be forced up if Japanese investors are reluctant to buy bonds at this week's US Treasury auction. The Federal Reserve added temporary reserves to the New York banking system, via three-day system repurchase agreements. At the time Federal funds were trading at 7 per cent.

Bankers Trust cut its broker loan rate to 8 per cent and US loan rate to 8 per cent and US

FT LONDON INTERBANK FIXING

	11.00 a.m. May 1	3 months	U.S. dollars
b/d 7.6	offer 7.6	bid 7.6	offer 7.6
b/d 7.6	offer 7.6	bid 7.6	offer 7.6

The fixing rates are the arithmetic mean, related to the short-term rate of the bid and offer rates for \$1,000 quoted by the market at 11.00 a.m. each working day. The banks are National Westminster Bank, Bank of Tokyo, Deutsche Bank, Banque Nationale de Paris and Morgan Guaranty Trust.

BANK OF ENGLAND TREASURY BILL TENDER

	Apr. 24	May 1	Apr. 24	May 1
£100 on offer	£100.00	£100.00	£100.00	£100.00
Total applications	4,977,925	4,977,925	4,977,925	4,977,925
Amount tendered	4,977,712	4,977,593	4,977,712	4,977,593
Allocation at settlement level	75%	80%	75%	80%

Yen per 1,000; French Fr. per 10; Lira per 1,000; Belgian Fr. per 100.

WEEKLY CHANGE IN WORLD INTEREST RATES

	May 1	change
NEW YORK		
Primer rate	8	Up 1/2
Federal Funds	4% Up 1/2	Up 1/2
3 Mth. Treasury Bills	2.74	+0.04
6 Mth. Treasury Bills	2.27	+0.04
3 Mth. C.D.	2.90	+0.04
FRANKFURT		
Int'l. Interbank	5.0	Up 1/2
One mth. interbank	5.05	Up 1/2
Three months	5.05	Up 1/2
PARIS		
Int'l. Interbank	7.6	+1/2
One mth. interbank	7.6	+1/2
Three months	7.6	+1/2
MILAN		
One month	5%	+1/2
Three months	11%	+1/2

UNIT TRUST INFORMATION SERVICE

37

ET UNIT TRUST INFORMATION SERVICE

WORLD STOCK MARKETS

AUSTRIA		GERMANY		SPAIN		AUSTRALIA (Continued)		JAPAN (Continued)		
May 4	Price Sch'le	May 4	Price DM.	May 4	Price Pta.	May 2	Price Aus'tl.	May 2	Price Yen	
	+ or -/-		+ or -/-		+ or -/-		+ or -/-		+ or -/-	
Creditanstalt	1975	-3	AEG-Telef.	316.00	+15	Banco Bilbao	1405	-38	Nippon Seiko	460
Gesetz	2980	-	Allianz Vers.	175.00	-6	Banco Central	1040	-10	Nippon Shimpaku	3340
Interumfall	12400	-100	BASF	272.80	+0.8	Banco Exterior	459	-	Nippon Steel	365
Jungheinrich	8875	-	Bayer	303.50	+0.6	Banco Hispano	520	-10	Nippon Suisan	637
Laenderbank	1830	-50	Bayer-Hypo	615.50	-15	Banco Popular	1550	-10	Nippon Yusen	655
Paracorder	680	+2	Bayer-Verein	414.00	-1	Banco Santander	1151	-5	Nissens Motor	758
Steyr-Daimler	141	-	BMW	421.00	-4	Banco de Vizcay	1850	-10	Nishin Flour	1340
Welscher Mag	820	-	Brown Boveri	325.50	+0.2	Gasco	650	-	Nomura	5560
			Commerzbank	271.00	+2	Dragados	659	-30	Olympus	930
			Cont'l Genera	322	-1	Hidrovia	61.2	+0.5	Osaka Cement	599
			Daimler-Benz	869	-15	Iberduro	93.5	-25	Oriental Finance	1400
			Deutsche	500	-	Petroleos	479	-5	Oriental Leasing	3550
			Feld Mehlte Nob	212.50	+15	Telefonica	180.2	-38	Pioneer	1200
			Hochzeit	642.50	+0.5				Ricoh	792
			Dresdner Bank	338.50	-				Sankyo	1800
			Feld Mehlte Nob	298	-5				Sanyo	3300
			Hochzeit	300	-5				Sanyo Elect	455
			Hoechst	273.50	+0.4				Sapporo	2020
			Horsch Werke	109.80	+0.8				Sekisui Prefab	1960
			Horten	225	-2				Seven-Eleven	7060
			Hesse	597	+5				Shimizu	870
			Karstadt	416.50	-15				Shimizu Const.	1160
			Kaufhof	477.50	-15				Shionogi	1800
			KHD	145	-				Shiseido	1870
			Kloeckner	53.50	+3.4				Shionogi	705
			Linde	591.50	-3.5				Sony	2620
			Lufthansa	180.50	-2				St. Louis Bank	4710
			MAN	169	+0.8				Santomo Chem	999
			Mannesmann	178.80	+0.1				Santomo Corp.	1180
			Mercedes Hld.	828	-2				Stone Elect.	1590
			Metallgesell	335	+4.5				Stone Metal	232
			Monach Ruerck	1700	-50				Taipei Corp	1270
			Nordorf	811	+3				Taipei Marine	1440
			Porsche	835	-				Taipei Kobo Bank	1850
			Preussag	154	+2.5				Takeda	3540
			Rhein West Elect.	226.50	-15				TDK	2930
			Rosenthal	250	+2				Telit	791
			Schering	597.50	+4.5				Tao Nenyo Kyo	2200
			Siemens	703	+2.7				Tokai Bank	2460
			Thyssen	115	-				Toyo Maruzi	2720
			Varta	349	-10				Toyo Elect. Pow	8900
			Vetra	278.20	+1.5				Tokyu Gas	1440
			W.E.V.	162.50	-3				Toyo Corp	1910
			Vestas	420	+2				Toppan Print	1540
			Vestas	343.50	+1				Turky	735
									Tuttleon Elect.	780
									Toyota Saitan	2070
									Toyota Motor	1640
									USBE Ind.	486
									Victor	1840
									Yanaka	765
									Yanamichi Sec.	2880
									Yanamichi	3840
									Yanazaki	1900
									Yasuda Fire	1390
										+170
DENMARK		ITALY		SWITZERLAND		HONG KONG		SINGAPORE		
May 4	Price Mkr.	May 4	Price Lire	May 4	Price Fr.	May 4	Price HK\$	May 4	Price S.	
	+ or -/-		+ or -/-		+ or -/-		+ or -/-		+ or -/-	
Baltica Skand	990	+15	Banca Carife	242.65	+115	Adia Int'l.	1200	-	Boustead Holdings	176
Cop Handelsbank	269	-	Bastioli-IRBS	722	-130	Absolus	525	-5	Cold Storage	3.96
D. Sulzerfab	328	-	CIR	7020	-130	Bank Leu	3200	-25	DBS	12.5
Den Danske Bank	338	+1	Credito Italian	2390	+39	Ciba Geigy	1840	+15	GenCorp	1.6
East Asiatic	182	-	Fiat	14050	+250	do. (Pt/Cs)	3070	-20	Hong Leong Fie.	3.32
Forende Brygg	860	+10	General Assicar	140000	+100	Credit Suisse	3080	+30	Inchapeh Bhd.	3.82
GNT Holding	275	+6	Italimmo	97000	-1300	Fischer (Geo.)	1755	-25	Keppel Shipyard	3.16
I.S.S.-B. Systems	720	+3	La Rinascita	1340	+5	Hoff-Roche (Pt Cs)	134000	-25	Malley Banking	7.45
Jyske Bank	505	-	Montedison	2070	-45	Hoff-Roche 1/10	13575	-	Malaysia Utd. Ind.	2.39
Prithivian	272	+3	Olivetti	14500	-200	Jacobs Suchard	8660	-15	Malaysian Purpose	0.86
Sophus Bergendam	790	-	Pirelli Co	7769	-31	Jenwahl	3500	-10	OCBC	2.25
Superior	192	-	Pirelli SpA	5705	-43	Lands & Gyr	1540	-10	UBS	3.9
			Salpem	4350	-20	Neoste	9150	-75	Public Bank	2.14
			Seda BPD	450	-20	Oer-Gushne	1130	-	Sime Darby	3.06
			Toro Asic	35200	-200	Paragea Hldg	2130	+15	Singapore Air	12.6
						Pirelli	5130	-	Singapore Press	7.7
						Zurich Int'l	7500	+100	Straits Trading	4.06
								Tai Lee Bank	3.14	
								UGOB	5.05	
FINLAND		NETHERLANDS		AUSTRALIA		JAPAN		SINGAPORE		
May 4	Price Mkr.	May 4	Price Frl.	May 4	Price Fr.	May 2	Price Aus'tl.	May 4	Price S.	
	+ or -/-		+ or -/-		+ or -/-		+ or -/-		+ or -/-	
Amer	240	+0.5	ACF Holding	62.5	-15	ACI Int'l.	405	+0.05	Boustead Holdings	1.76
KDP	50	+0.3	AEGC	59.9	-9	A.F.P.	2.25	+0.15	Cold Storage	3.96
Kone	208	-0.5	Alno	107.5	-0.4	Adelaide Steams	8.6	-0.1	DBS	12.5
French Sugar	104.8	-	AKZO	127.5	-1	Amcor	4.4	-	GenCorp	1.6
Nokla	176	+3.5	ABN	489	-12.5	ANZ Group	3.78	+0.02	Hong Leong Fie.	3.32
Pohjola 'B'	85.3	+0.1	AMEV	61.1	-0.1	Anglo Pet.	3.2	+0.1	Inchapeh Bhd.	3.82
Rouatta-Repola	260	-1	AMRO	76.2	-0.5	Aradias Aust.	3.15	+0.05	Keppel Shipyard	3.16
Stockholm 'B'	212.5	+3	Brodersen	41	-14	Astro Airt.	4.05	+0.05	Malley Banking	7.45
UFZ 'C'	33.6	-	Buchmann-Tet	52.5	-18	Aust Garment	3.3	-	Malaysia Utd. Ind.	2.39
Wärtsilä (SLI)	205	-3	Dordtde Petroleum	221	-1.8	Aust Inst. Ind.	3.25	+0.25	Malaysian Purpose	0.86
			Elsavier Neu	50.7	-0.9	Bell Group	10.25	+0.05	OCBC	2.25
			Fokker	49	-3	Bell Resources	5.4	+0.04	UBS	3.9
			Gas Bracelde	44.4	-0.3	Bond Corp Hldgs	2.65	+0.05	Public Bank	2.14
			Heineken	117.5	+1.5	Boral	4.5	-0.02	Sime Darby	3.06
			Hoogovens	29	-12	Bvllle Cooper	4.95	+0.15	Singapore Air	12.6
			Hunter Douglas	25	-11	Brambles Int'l	8.8	+0.5	Singapore Press	7.7
			INC Caisland	20.5	-0.5	Bridge Oil	1.25	+0.25	Straits Trading	4.06
			Int'l Mueller	69.5	-1	BHP	9.18	+0.14	Tai Lee Bank	3.14
			KNP	152.7	-0.8	Burns Phillip	10.4	-0.1	UGOB	5.05
			Net Ned Corr	70.3	+1.3	CRA	10.3	+0.1		
			Net Mid Bank	159	-0.5	CSR	3.98	-0.08		
			Med Lloyd	141	-1.5	Cause Corp	3.1	+0.13		
			Oci Grisken	410	-	Cazenove Peake	1.4	+0.13		
			Omneser (Van)	37.7	-0.5	Comico "A"	2.92	+0.03		
			Philips	75.1	-0.9	Consolidated Pct	0.6	+0.25		
			Rebeca	67.1	-0.4	Costain Aus'l	2.3	-		
			Robert	110.5	+0.4	Dixons	4.08	-0.05		
			Rodamec	144.4	-1.6	Gas Prop Trust	3.05	-		
			Rolmex	92	-1.3	Hartde J.L.	4.85	-		
			Rorent	52	-	Hartogen Energy	4.6	+1.35		
			Royal Dutch	204.4	-1.5	ICL Aus'l	3.5	-		
			Unilever	577.1	-3	Industrial Equip	4.6	-		
			VMF Stork	23.50	-1.7	Jimbilaxa (SDC/P)	0.73	+0.07		
			VNU	514.5	-1.7	Ms. Ora Gold	1.4	+0.05		
			Wessman	24.5	-1	Kloden Gold	8.9	+0.2		
			Welters Samson	124	-1.3	Land Lease	12.7	-0.5		
						MIM	3.4	+0.12		
						Mayne Nickles	3.9	+0.03		
						Nat. Aus'l. Bank	3.34	-0.08		
NORWAY		NETHERLANDS		AUSTRALIA		JAPAN		SINGAPORE		
May 4	Price Krone	May 4	Price Krone	May 4	Price Fr.	May 2	Price Aus'tl.	May 4	Price S.	
	+ or -/-		+ or -/-		+ or -/-		+ or -/-		+ or -/-	
Aker-Norcom	65	-10	Bergen bank	183	-1	Banco Bilbao	1405	-38	Boustead Holdings	1.76
Bergen B	302	-	Bergen B	302	-	Banco Central	1040	-10	Cold Storage	3.96
Peugeot S.A.	1640	+16	Christiansk Bk	204	-11	Banco Exterior	459	-	DBS	12.5
Printers All	791	+19	Den Norsk Credit	160	-	Banco Hispano	520	-10	GenCorp	1.6
Radioelect	1690	+37	Eltorn	100	-9	Banco Popular	1550	-10	Hong Leong Fie.	3.32
Redesco	3306	+75	Kosmos	147	-10	Banco Santander	1151	-5	Inchapeh Bhd.	3.82
Roussel-Uclaf	1745	-14	Kremer	142	-10	Banco de Vizcay	1850	-10	Keppel Shipyard	3.16
St. Goran	455.1	+1	Kronos	227	-8	Gasco	650	-	Malley Banking	7.45
Solvimeq	477	+1	Kronos Data	103.50	-1.5	Hidrovia	61.2	+0.5	Malaysia Utd. Ind.	2.39
Stolt Rossligal	1295	-	Kronos Hydro	103.50	-1.5	Iberduro	93.5	-0.5	OCBC	2.25
Telemecan Elec	3200	-80	Ortla Bovengroep	452	-	Indonesia	1300	-30	UBS	3.9
Thompson (CSF)	1635	+25	Storebrand	350	-	Japan Express	1540	-	Public Bank	2.14
Value	516	-1				Japan Ekspres	1470	-	Sime Darby	3.06
						Japan Gekko	1580	-	Singapore Air	12.6
						Japan Koku	250	-	Singapore Press	7.7
						NIKKI Insulators	250	+10	Straits Trading	4.06
						Niko Sac	2930	-	Tai Lee Bank	3.14
						Nippon Dene	1300	-30	UGOB	5.05
						Nippon Elect	1540	-		
						Nippon Express	1470	-		
						Nippon Gekko	1580	-		
						Nippon Koku	250	-		
						Nippon Koku	250	-		

OVER-THE-COUNTER *Nasdaq national market, closing prices*

NYSE COMPOSITE CLOSING PRICES

Chg %												Chg %											
12 Month High Low			P/ Sh Div Yld E			Close Prev. 100s High Low			Close Date Class			12 Month High Low			P/ Sh Div Yld E			Close Prev. 100s High Low			Close Date Class		
102%	51%	Winter.15s	3.0	29	94	\$1	51%	51%	-1%			70%	40%	Xerox	3	34	19	\$220	47%	70%	70%	+1%	
50%	45%	Winter.25s	5.8	11	470	42%	45%	45%	+1%			25%	21%	XTRA	.54	2.5	16	24%	24%	24%	24%	-2%	
35%	34%	Wheaton.3	5.0	11	773	43%	44%	45%	+1%			24%	13%	Yorion			14	88	22%	22%	22%	-2%	
17%	16%	Wisco 1.12	2.7	14	154	42%	41%	42%	-1%			8%	6%	Zepala			824	45%	4	41%	41%	+1%	
23%	17%	WicksCo.3.15	.7	14	218	12%	12%	12%	-1%			43%	20%	Zytrex	.40	1.7	15	3872	23%	23%	23%	+1%	
17%	11%	WilliamL.40	4.5	463	31%	30%	31%	-1%			33%	45%	Zemex	.40	3.1	8	21	12%	13	13	-1%		
7%	4%	WistekO	15	51%	57%	57%	+1%				16%	16%	ZenithE			942	26%	25%	25%	25%	-2%		
17%	12%	WmWkCo.45s	3.5	23	15	12%	12%	-1%			20%	18%	ZenitL.3			3085	30%	81%	82%	82%	-4%		
30%	26%	WmWkCo.5.00	4.0	17	171	46%	45%	+1%			17%	17%	Zero			38	2.1	19	17%	17%	17%		

CANADA

Indices

NOTES—Prices on this page are as quoted on the individual exchanges and are last traded prices. # Dealings suspended. \$ Ex dividend. % Ex scrip issue. * Ex rights. ** Ex split. * Price is Krasberg.

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NEW YORK STOCK EXCHANGE COMPOSITE CLOSING PRICES

12 Month		Chg.		12 Month		Chg.		12 Month		Chg.		12 Month		Chg.		12 Month		Chg.			
high	low	Stock	Div.	P/	Stk	Div.	Yld.	P/	Stk	Div.	Yld.	P/	Stk	Div.	P/	Stk	Div.	P/	Stk		
high	low	Unv.	T.M.	Stk	Unv.	Div.	Yld.	Stk	Unv.	Div.	Yld.	Stk	Unv.	Div.	Stk	Unv.	Div.	Stk	Unv.		
high	low	High	Low	High	Low	High	Low	High	Low	High	Low	High	Low	High	High	Low	High	High	Low		
339	205	AAR	\$ 50.17	29.57	29.76	28.50	29.94	21.20	259	21.16	259	20.76	494	2.1	21	51	4176	2.1	21	51	
37	217	ADT	\$ 92.31	71.37	321	30.74	30.74	28.50	374	22.10	202	22.42	342	4.2	15	51	3474	4.2	15	51	
41	212	AFG	\$ 126.00	111.64	115.41	107.00	115.64	107.00	142	11.22	777	10.14	142	142	1.1	12	51	3445	1.1	12	51
42	153	AGS	\$ 21	222	41.76	40.40	21.76	21.76	405	1.1	11	71	67	54	1.1	12	51	3382	1.1	12	51
43	273	AMCA	\$ 1023.65	549	573	523	573	523	454	2.1	20	100	98	454	2.1	20	100	454	2.1	20	100
44	274	AMPR	\$ 11	3734	52.00	51.50	52.00	51.50	52	1.1	11	67	67	52	1.1	12	51	3382	1.1	12	51
45	124	AMR Ind	\$ 11	3734	52.00	51.50	52.00	51.50	52	1.1	11	67	67	52	1.1	12	51	3382	1.1	12	51
46	273	ASA	\$ 22	23	10.26	10.10	10.26	10.10	2	1.1	11	64	64	2	1.1	12	51	3382	1.1	12	51
47	241	AVX	\$ 23	3.0	1.14	1.14	1.14	1.14	1	1.1	11	15	15	1	1.1	12	51	3382	1.1	12	51
48	242	AVX	\$ 21	25	31.65	30.71	31.65	30.71	2	1.1	11	15	15	2	1.1	12	51	3382	1.1	12	51
49	151	ACMCo	\$ 1	4	4.10	4.00	4.10	4.00	1	1.1	11	15	15	1	1.1	12	51	3382	1.1	12	51
50	216	ACMCo	\$ 1	4	4.10	4.00	4.10	4.00	1	1.1	11	15	15	1	1.1	12	51	3382	1.1	12	51
51	151	ACMCo	\$ 1	4	4.10	4.00	4.10	4.00	1	1.1	11	15	15	1	1.1	12	51	3382	1.1	12	51
52	217	ADM	\$ 3.5	14	44.44	43.89	44.44	43.89	2	1.1	11	15	15	2	1.1	12	51	3382	1.1	12	51
53	104	ADM pf	\$ 3	5.6	165	153	165	153	1	1.1	11	15	15	1	1.1	12	51	3382	1.1	12	51
54	202	ADM pf	\$ 1.64	1.64	4.15	4.15	4.15	4.15	1	1.1	11	15	15	1	1.1	12	51	3382	1.1	12	51
55	202	ADM pf	\$ 1.64	1.64	4.15	4.15	4.15	4.15	1	1.1	11	15	15	1	1.1	12	51	3382	1.1	12	51
56	176	ADM pf	\$ 1.64	1.64	4.15	4.15	4.15	4.15	1	1.1	11	15	15	1	1.1	12	51	3382	1.1	12	51
57	176	ADM pf	\$ 1.64	1.64	4.15	4.15	4.15	4.15	1	1.1	11	15	15	1	1.1	12	51	3382	1.1	12	51
58	176	ADM pf	\$ 1.64	1.64	4.15	4.15	4.15	4.15	1	1.1	11	15	15	1	1.1	12	51	3382	1.1	12	51
59	176	ADM pf	\$ 1.64	1.64	4.15	4.15	4.15	4.15	1	1.1	11	15	15	1	1.1	12	51	3382	1.1	12	51
60	176	ADM pf	\$ 1.64	1.64	4.15	4.15	4.15	4.15	1	1.1	11	15	15	1	1.1	12	51	3382	1.1	12	51
61	176	ADM pf	\$ 1.64	1.64	4.15	4.15	4.15	4.15	1	1.1	11	15	15	1	1.1	12	51	3382	1.1	12	51
62	176	ADM pf	\$ 1.64	1.64	4.15	4.15	4.15	4.15	1	1.1	11	15	15	1	1.1	12	51	3382	1.1	12	51
63	176	ADM pf	\$ 1.64	1.64	4.15	4.15	4.15	4.15	1	1.1	11	15	15	1	1.1	12	51	3382	1.1	12	51
64	176	ADM pf	\$ 1.64	1.64	4.15	4.15	4.15	4.15	1	1.1	11	15	15	1	1.1	12	51	3382	1.1	12	51
65	176	ADM pf	\$ 1.64	1.64	4.15	4.15	4.15	4.15	1	1.1	11	15	15	1	1.1	12	51	3382	1.1	12	51
66	176	ADM pf	\$ 1.64	1.64	4.15	4.15	4.15	4.15	1	1.1	11	15	15	1	1.1	12	51	3382	1.1	12	51
67	176	ADM pf	\$ 1.64	1.64	4.15	4.15	4.15	4.15	1	1.1	11	15	15	1	1.1	12	51	3382	1.1	12	51
68	176	ADM pf	\$ 1.64	1.64	4.15	4.15	4.15	4.15	1	1.1	11	15	15	1	1.1	12	51	3382	1.1	12	51
69	176	ADM pf	\$ 1.64	1.64	4.15	4.15	4.15	4.15	1	1.1	11	15	15	1	1.1	12	51	3382	1.1	12	51
70	176	ADM pf	\$ 1.64	1.64	4.15	4.15	4.15	4.15	1	1.1	11	15	15	1	1.1	12	51	3382	1.1	12	51
71	176	ADM pf	\$ 1.64	1.64	4.15	4.15	4.15	4.15	1	1.1	11	15	15	1	1.1	12	51	3382	1.1	12	51
72	176	ADM pf	\$ 1.64	1.64	4.15	4.15	4.15	4.15	1	1.1	11	15	15	1	1.1	12	51	3382	1.1	12	51
73	176	ADM pf	\$ 1.64	1.64	4.15	4.15	4.15	4.15	1	1.1	11	15	15	1	1.1	12	51	3382	1.1	12	51
74	176	ADM pf	\$ 1.64	1.64	4.15	4.15	4.15	4.15	1	1.1	11	15	15	1	1.1	12	51	3382	1.1	12	51
75	176	ADM pf	\$ 1.64	1.64	4.15	4.15	4.15	4.15	1	1.1	11	15	15	1	1.1	12	51	3382	1.1	12	51
76	176	ADM pf	\$ 1.64	1.64	4.15	4.15	4.15	4.15	1	1.1	11	15	15	1	1.1	12	51	3382	1.1	12	51
77	176	ADM pf	\$ 1.64	1.64	4.15	4.15	4.15	4.15	1	1.1	11	15	15	1	1.1	12	51	3382	1.1	12	51
78	176	ADM pf	\$ 1																		

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Continued on Page 45

Continued on Page 45

FINANCIAL TIMES

WORLD STOCK MARKETS

Spirit dampened by holidays and auctions

WALL STREET

SOME LATE buying helped Wall Street stock prices overcome earlier losses while bond prices fell more than one point as the dollar turned lower despite central bank intervention, writes Roderick Oram in New York.

Activity was dampened by lack of international buying because of the closure of the London and Tokyo markets for holidays.

The Dow Jones industrial average closed up 5.63 points at 2,386.22. It had opened about 10 points up but drifted more than 18 points below its previous close during the afternoon before recovering.

Broader market indices showed a mixed pattern with the Standard & Poor's 500 index closing up 1.23 points at 289.36 and the New York Stock Exchange composite index adding 0.58 to 163.22 while the American Stock Exchange composite was up only 0.01 at 325.18.

NYSE volume of 140.7m shares was the slackest since April 20. Declining issues just outnumbered those advancing by 818 to 757.

Among the blue chips, AT&T added \$7 to \$244, IBM gained \$24 to \$163, Boeing gave up \$5 to \$444, Eastman Kodak dropped \$4 to \$73.5, General Motors fell \$7 to \$91.4, McDonald's gave up \$14 to \$80.9 and Sears Roebuck edged up \$4 to \$52.4.

Joining the band of brokerage house recommending a higher cash position in portfolios, E. F. Hutton switched its recommendation to 50 per cent equities, 35 per cent cash and 15 per cent from 75 per cent equities, 25 per cent bonds and zero cash.

In the current stock market environment - more risk on the downside than the upside - relatively safe harbours should be found in stocks offering good earnings, Hutton said in a circular. It recommended, for example, chemicals, health care and technology stocks.

Mining and metals stocks rose in line with higher precious metals prices yesterday. Phelps Dodge added \$34 to \$334, Homestake rose \$14 to \$386, Newmont Mining gained \$33 to \$855 and ASA added \$14 to \$864.

USX advanced 5% to \$29. It forecast that operating capacity of its steel plants will reach 85 per cent by June.

Among yesterday's issues in the news, Merrill Lynch edged ahead 5% to \$336 in ex-dividend trading. It reshuffled top management over the weekend following bond trading losses totalling more than \$250m.

A.H. Robins gave up 5% to \$204 after a group of New York investors led by Mr Michael Steinhardt said it had raised its stake in the company to 8.7 per cent. Recent newspaper reports said that the drug group's bankruptcy reorganisation plans would burden it with heavy debts and leave it financially weak for the next five weeks.

Gillette added \$24 to \$384 after a Paine Webber analyst raised his price recommendation to "a strong buy".

Mack added \$5 to \$174. The heavy truck producer won agreement from its unions for a five-and-a-half year labour contract which will cut wages.

In the takeover arena, Church's Fried Chicken rose \$14 to \$174.

The chain of fast food restaurants said it had received a \$124 share

takeover offer from a newly formed investment group including Shearson Lehman Brothers and Citicorp Capital Investors.

Church's said its board would consider the offer.

HBO gained \$14 to \$13 in the over-the-counter market after it authorised Goldman, Sachs to seek potential takeover offers. Current market capitalisation of the group, which supplies hospital information systems, is around \$280m.

Zapata, a construction, dredging and oil and gas drilling group, gained \$5 to \$44. It agreed in principle with its creditors to restructure long-term debt totalling \$560m, of which about \$175 will be turned into equity.

US credit markets traded thinly yesterday because of holidays abroad, the reluctance to take position ahead of the Treasury's auction of \$20bn of debt securities which begins today and a weaker dollar.

Bond prices fell by more than one point, with, for example, the 7.50 per cent benchmark Treasury long bond finishing down 1 1/4 of a point at 87 1/2 yielding 8.87 per cent.

Disappointing news came from the purchasing managers survey for April which indicated a slightly more bearish outlook. The managers reported continuing strength in new orders but a higher incidence of price increases.

The auctions will dominate the markets this week, with the degree of Japanese participation one of the key questions. The recent decline and continuing instability may dampen their appetite for new bonds. But with Tokyo markets closed yesterday and today New York participants lacked an indication of current Japanese feelings.

CANADA

STRONGER mines helped Toronto post early gains. Dome Mines traded C\$4 higher to C\$21.4, while Placer firm C\$4 to C\$46. Campbell Red Lake at C\$40 was C\$14 higher.

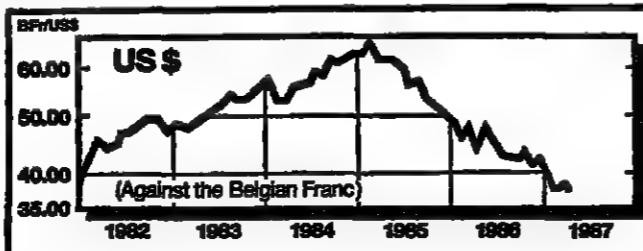
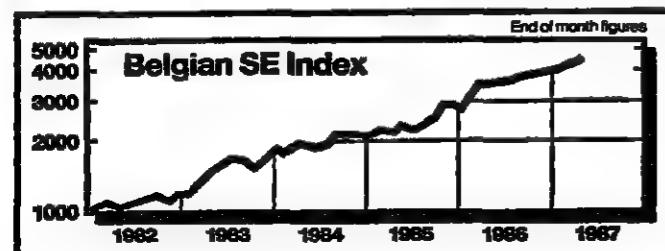
Among base metal issues, Alcan was C\$4 ahead at C\$37.4, Inco was C\$4 higher at C\$22 and Cominco was C\$4 up at C\$16.4.

Oils were broadly lower with Dome Petroleum edging 8 cents down to C\$1.30.

Banks were weaker on the drop in the US dollar and the lack of progress in the US-Japan trade negotiations.

Montreal staged a widespread fall and Vancouver was firm.

KEY MARKET MONITORS



STOCK MARKET INDICES

	New York	May 4	Previous Year ago
DI Industrials	2,286.22	2,280.40	1,774.68
DI Transport	924.22	916.45	781.56
DI Utilities	203.59	202.10	181.41
S&P Comp.	289.36	288.35	234.79

LONDON FT	Ord	(c) 1,628.9	1,374.0
SE 100	(c)	2,080	1,660.5
A All-share		1,002.49	807.48
A 500		1,151.10	920.9
Gold mines	(c)	444.4	250.9
A Long gilt	(c)	5.80	8.29
World Act. Ind.	129.43	128.02	90.29

(April 29)

TOKYO	Nikkei	(c) 20,600.0	15,898.4
Tokyo SE	(c)	2,149.02	1,522.72

(May 4)

AUSTRALIA	All Ord.	1,765.4	1,769.3
Metal & Min.	1,173.4	1,180.9	518.4

(May 4)

AUSTRIA	Credit Aktien	194.49	(c) 266.30

(May 4)

BELGIAN SE	4,606.22	(c) 3,585.31

(May 4)

CANADA	Toronto	5,753.8*	5,693.5
Mkt Total	5,753.8*	5,693.5	2,121.0

(May 4)

Composite	3,716.8*	3,710.7	3,078.0

(May 4)

Montreal	Portfolio	1,824.5*	1,828.28

(May 4)

DEUTSCH SE	198.40	(c) 241.35

(May 4)

FRANCE	CAC Gen	452.60	(c) 388.10
Mkt Tendance	113.30	(c) 90.70	

(May 4)

Haig Simonian considers how small companies will be affected by the opening of West Germany's fourth equity market

Fresh bid to harness the economic backbone

WITH three different equity markets already running on West Germany's eight regional stock exchanges, some might be forgiven for asking whether the country needs a fourth.

But supporters of the *geregelter Markt*, the new secondary market in stocks and bonds, which its debut yesterday, hope it will spur more small companies to go public, while triggering a rationalisation among the different markets.

It is not the first time the country's two existing unlisted securities markets - the *geregelter* and the *unregelter* - come under the microscope. Many small family-owned companies, often set up by individual entrepreneurs after the Second World War, are facing questions of succession as their founding fathers retire or die. A large number would also like more capital to expand.

Substantial credit lines between companies and their commercial banks have long been an important way of German business life. But there is a widespread feeling that the share of "own capital" in companies should rise. As matters stand, only a fraction of the country's 2,200-odd suitable limited companies are quoted publicly.

The new market has been designed to make flotation easier. For a start, small companies will only have to publish financial information once a year, against twice on the *amtliche Handel*.

Companies will also need only a minimum DM 500,000 (\$271,000) in own capital, compared with DM 2.5m for the senior market. Though no formal ruling has been made, a company will probably only need to have been in the form of an *Aktiengesellschaft* - a limited company with its capital in equity form - for about a year to obtain a listing, against three years on the main market.

Mr von Rosen, whose main task is to encourage West Germany's sometimes fractious bourses to work together more closely, is pleased that it has only taken a couple of months to "create a new stock exchange order" for the new market, which will apply identically on all eight bourses. "We have worked extremely hard to get this through," he says.

But he denies the newcomer is partly a *copy to regional interests* at a time when West Germany's big banks, which play a crucial role in stock exchange business, would like to concentrate more on Frankfurt.

But probably the most interesting aspect of the *geregelter Markt* is whether it will shake up the existing order in the new issues business.

Company flotations in West Germany are dominated by the big banks, notably Deutsche Bank. According to the new rules for the *geregelter Markt*, not just a credit institution, but any organisation deemed suitable, may lead a flotation.

Some observers think this will open the door for less conventional groups, like investment funds, venture capital groups, or even West Germany's highly conservative insurance companies to lead new flotations.

It will be up to each individual house *Zulassungsausschuss* - registration committee - to decide what sort of institution is acceptable to manage a new issue. However, anyone expecting a revolution in West German finance will have to be very patient. The big banks may

SECTION III

FINANCIAL TIMES SURVEY

Although the principality of Monaco remains a shelter for wealthy tax exiles, it has also become a venue for business conventions and a modern tourist industry. Paul Betts, who wrote this survey, says that Monaco could emerge eventually as an important offshore banking and financial centre.

Developing a new image

FOR A COUNTRY barely the size of New York's Central Park, the principality of Monaco has gained a worldwide fame out of all proportion to its one square mile of land and its population of only 28,000 inhabitants.

That this postage stamp sovereign state should attract so much interest and attention is hardly surprising. The irresistible combination of its fairy tale setting in one of the most picturesque corners of the Riviera, a sovereign prince with 120-year-old family traditions, and the glamour of a Hollywood movie star on his yacht, is one of the world's most eligible bachelors, with two beautiful sisters featuring virtually every week on the cover of one glossy magazine or another, a legendary casino and luxury hotels which have hosted grand dukes and shipping tycoons, a tax climate to match its Mediterranean sunshine—all have contributed, with the help of modern communications, to putting this tiny country on the world centre stage.

Yet, although it is tempting to look upon the principality in terms of a standard set of colourful clichés, the past 30 years have seen the transformation of

Monaco from an anachronistic and fading gambling resort into a modern tourist and business centre. Yet, in the process, it has not lost those peculiar characteristics which have turned it into a museum piece of sorts.

To the first time visitor, the principality often appears a small homogeneous unit, an affluent city state on the shores of the Mediterranean. A closer look, however, reveals that it is made up of a variety of different elements, some contradictory, yet all seeming to live with each other in relative harmony.

The modern high rise buildings which dominate the Monte Carlo skyline, and attest to the building boom of the past 20 years, sit next to the palm-court architecture of the casino and the old hotels, giving the principality the trappings of a mini Manhattan. The patrons of the luxury hotels now live alongside thousands of day trippers who spill out of coaches every day to play the slots and visit the principality's sights.

The old casino has also had to adapt itself to modern American games.

Although Monaco still remains a shelter for wealthy foreign tax exiles, it has also

become the home for a growing number of trading and service businesses and small industries. Foreign companies have been attracted to the principality to set up offshore management and administration centres, while the major international banks have queued up to open branches in the tiny state.

All this activity has brought into Monaco a new and growing population of younger business managers and cadres. At the same time, the number of business convention and congress visitors has been steadily increasing, as Monaco has diversified its tourist facilities and infrastructure.

With an annual budget of nearly FFr 2bn, no state deficits

and no unemployment, few would dispute that Monaco is a well managed and efficient little country. Prince Rainier III, who succeeded his grandfather in 1949, and, during the past 30 years the architect of his country's evolution, has often been credited to the head of a flourishing business enterprise, Monaco Inc.

The size and fame of Monaco has also posed for the principality a big public relations headache. The prince and the Monégasque authorities have recognised that a country with an image of earning its living off the green tables of the casino, tax exiles and luxury did not go down well with the public at large," explains one of Prince Rainier's aides.

At the same time, Monaco has been anxious to preserve its political and economic independence. "But it cannot be defended with arms, since it has no army, and it can only ultimately be defended through the good will of others, and this can hardly be guaranteed from a country with an image of greed and wealth," he adds.

Prince Rainier has been aware of this problem for many years and has made great efforts to change the image of Monaco. "I would like to be remembered as the person who corrected and got rid of the bad image and bad legend of Monaco," he recently said in an interview with the Financial Times.

The first image he wanted to rid Monaco of, he explained,

Société de Bains de Mer (SBM): optimism in the long-term	2	Tourism: adapting to today's needs	4
Banking and finance: world links strengthened	3	Industrial enterprises flourish	4
Taxation: a 'fiscal paradise for foreigners'	3	Public works: major project under way	5
		The new Metropole complex	5

CONTENTS

serious post war clash between the principality and the French government. Although there had been a build up of irritation between Monaco and Paris over the bankruptcy of a local bank and control over Radio Monte Carlo, the spark which fired the dispute was French hostility to Monaco's fiscal system.

"The French authorities were after the French living in Monaco and not paying any income-tax," said Mr Jean Charles Rey, the president of Monaco's national council (parliament) and one of the key negotiators of the subsequent fiscal convention between Paris and the principality.

Under the tax convention, all French nationals residing in Monaco until 1987 had to pay French income-tax. But Monaco and foreign residents. French residents have continued to benefit from the absence of income tax as well as other levies, such as capital gains tax and corporate tax (providing not more than 25 per cent of a company's turnover is done outside Monaco).

Although Monaco does levy indirect taxes, corporate taxes, (in the circumstances outlined above) and other duties, it remains, for non-French nationals, at least, tax haven.

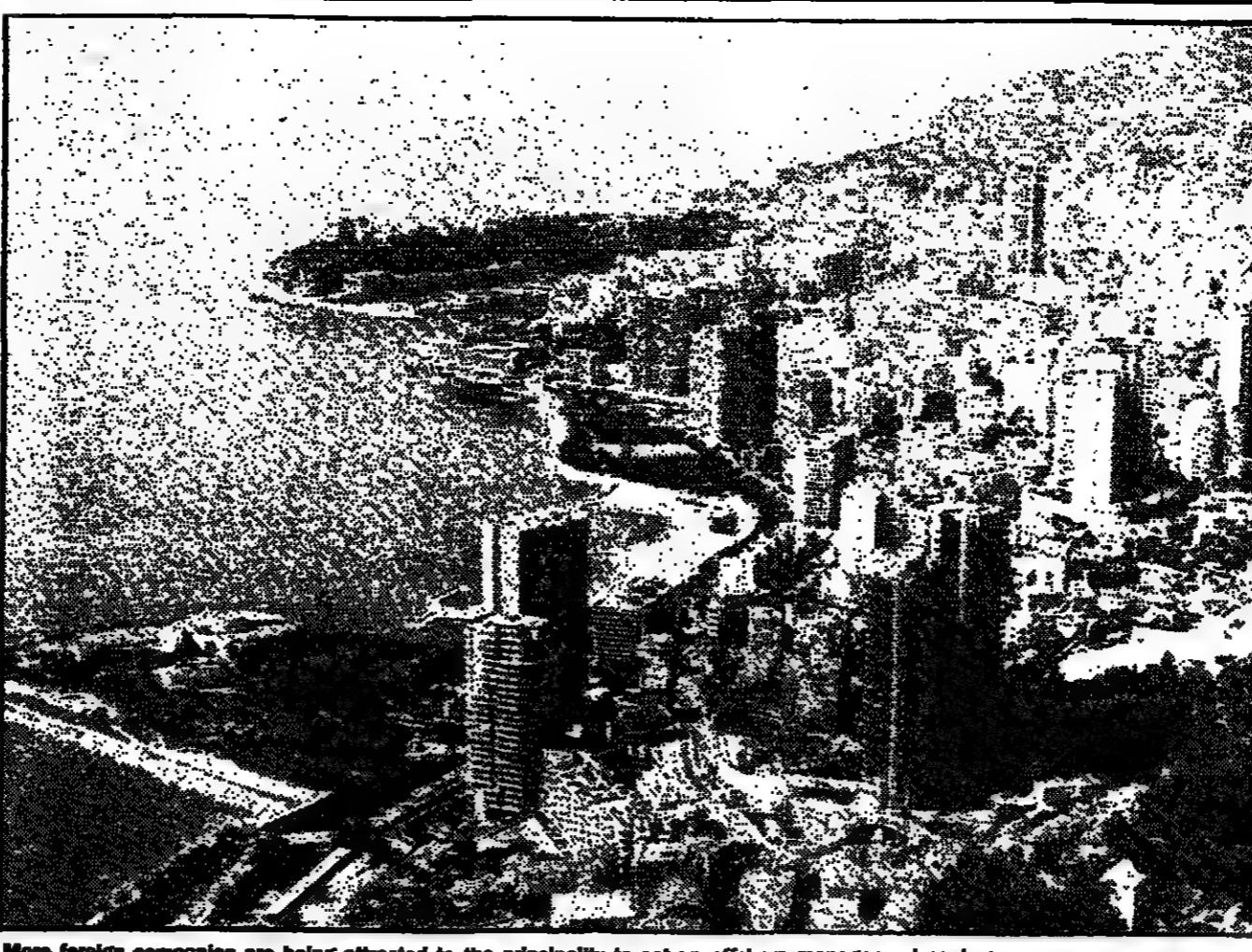
"But the last thing we want to do is to go round shouting about it," remarked a local resident. And so Monaco now plays down its tax haven image preferring to describe itself as "a tax-efficient centre."

But its fiscal advantages, as well as its sunny climate and other facilities, have undoubtedly played a major role in attracting wealthy foreign residents. Today there is no longer a majority of French nationals in Monaco. From about 55 per cent of the population 20 years ago, the French contingent now accounts for only about 45 per cent of its inhabitants.

Although the casino remains a major attraction, gambling now accounts for less than 4 per cent of Monaco's annual state income, compared with 95 per cent at the end of the last century. Instead, the biggest contributor to the state budget today is value added tax receipts which account for as much as 55 per cent of annual state revenues.

The second image that Monaco has sought to eliminate is that of a fiscal paradise. Indeed, it was this reputation which in 1962 provoked the only

Continued on page 5



More foreign companies are being attracted to the principality to set up offshore management centres.

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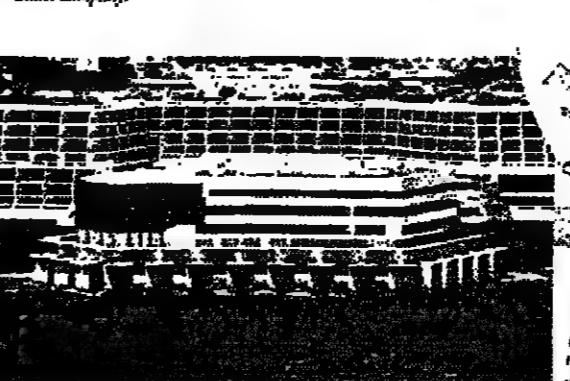
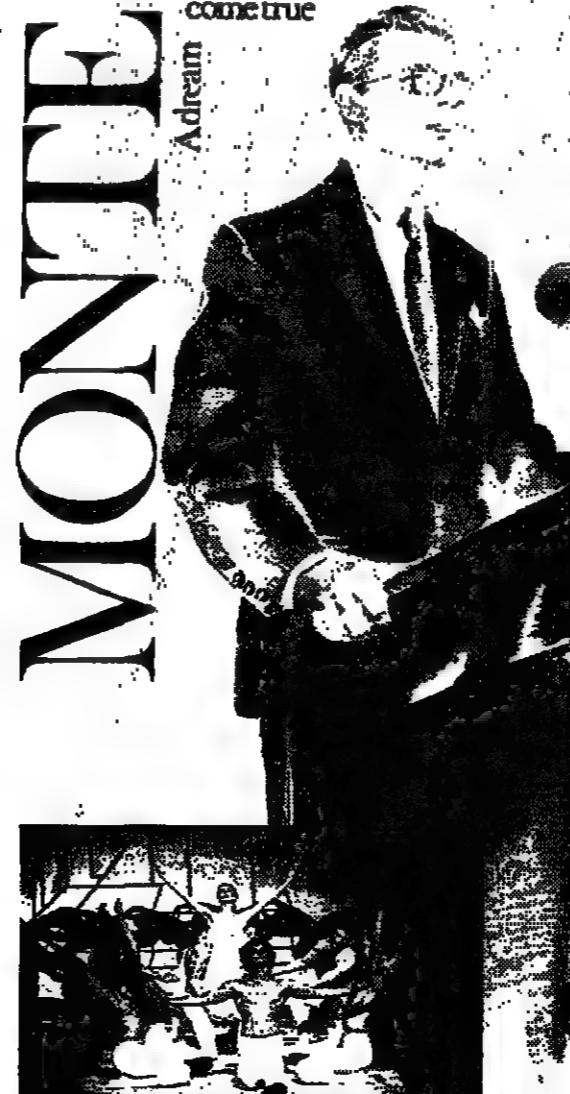
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MONACO 2

Casino, leisure and property interests give one company a dominant role in Monaco's life

Optimism over long term interests

THE PRINCIPALITY of Monaco has often been described as a "state within a company." Not surprisingly since the tiny country owes much of its prosperity and development during the past 100 years to the Societe des Bains de Mer et Cercle des Etrangers à Monaco or the SBM for short.

This ubiquitous establishment 69 per cent controlled by the state of Monaco, the shares of which are quoted on the Paris bourse, owns a large and valuable chunk of the principality's precious territory. It owns the famous casino and opera, the luxury Hotel de Paris and the Hotel Hermitage, the Casino gardens and the Cafe de Paris, the winter and summer sporting clubs, the Monte Carlo Beach, the tennis club and the golf towering above the little country with breathtaking views of the Mediterranean. It also runs a host of other facilities like night clubs, restaurants and a new conference centre.

It was after all this company, and its original founder, François Blaize, a 19th century genius of the luxury leisure trade and an early pioneer of modern tourism development, that launched Monte Carlo on the international map. Before

Prince Charles III of Monaco entrusted a gambling monopoly to Blaize, who formed the SBM in 1863, and renamed three years later the piece of land called the plateau des Spélugues Monte Carlo, the principality had largely struggled to make ends meet. Indeed some local history books refer to an old poem about Monaco before the little country transformed itself into the world's most famous gambling resort during the second half of the century stating: "I am a rock I do not want to move. And yet I want to survive."

On the plateau des Spélugues the Casino, the Hotel de Paris, the Hotel Hermitage, and the gardens which all constitute today the heart of what has become known as the "golden square" of Monte Carlo. By 1889 already 170,000 tourists descended on Monte Carlo. But if the casino and all its related activities once constituted the bulk of the principality's revenues, times have since changed. Not only does gambling now account for less than 4 per cent of Monaco's overall annual revenues, but the casino and the SBM have had to adapt themselves to the radical changes in the general econo-

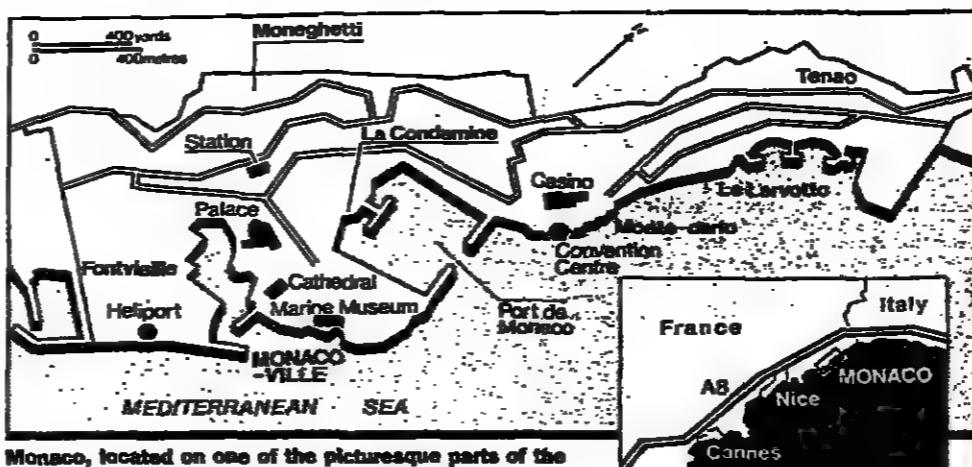
mic and tourist environment. The biggest change is perhaps reflected in the evolution of gambling from European games like Roulette, Trente et Quarante and Baccarat to American games like Black Jack, Craps and American Roulette, as well as electronic slot machines. The figures tell the story eloquently enough. While the Monte Carlo casino was once the main profit centre of the SBM, today it loses money. The casino lost FF 30.7m in the 1985-86 fiscal year, after losing FF 12m the year before.

Meanwhile the American guests have kept growing. The casino at the modern Loews hotel, jointly controlled by the SBM and the American hotel chain, has seen its profits rise in recent years. A large dark noisy glittering room modelled on the casinos of Las Vegas, the Loews casino contributed FF 44.6m in profits to the SBM last year more than offsetting the losses from the traditional casino. Moreover, the old casino has also been forced to adapt itself to modern American games. But the American games and the slot machines which have invaded the casino's marvellously ornate "soup kitchen" sit unhappily in Monaco's most famous establishment.

As for the casino's clientele, it is the Italians who are today by far the biggest customers accounting for as much as 60 per cent of the gamblers sitting around the green cloth of the Monte Carlo tables.

At the same time as the old casino started to lose money, the SBM launched a major effort to make the group's hotels, traditional loss makers, into money earners. The renovation programme of the SBM hotels was started over 10 years ago and has been accelerated since Mr André Saint-Mieux, a French career diplomat who was for nine years the Secretary of State of the principality, took over as chief executive of the SBM. Mr Saint-Mieux says that FF 200m has already been spent in the renovation programme involving, among other investments, the refurbishing of the Hotel de Paris and the Hotel Hermitage to accommodate a new, younger, business clientele as well as its traditional guests. The hotels have been adapted to the demands of modern business executives and participants to the thriving new congress business in Monaco without losing their old world charm.

The revamping of the SBM has enabled the group's hotels to operate profitably for the first time in their history in 1984-85 when they reported a profit of FF 2.6m. The following year the profits rose to FF 7.9m although the story will be different this year. The SBM hotels like other luxury hotels on the Riviera, and in France in general, have suffered from the



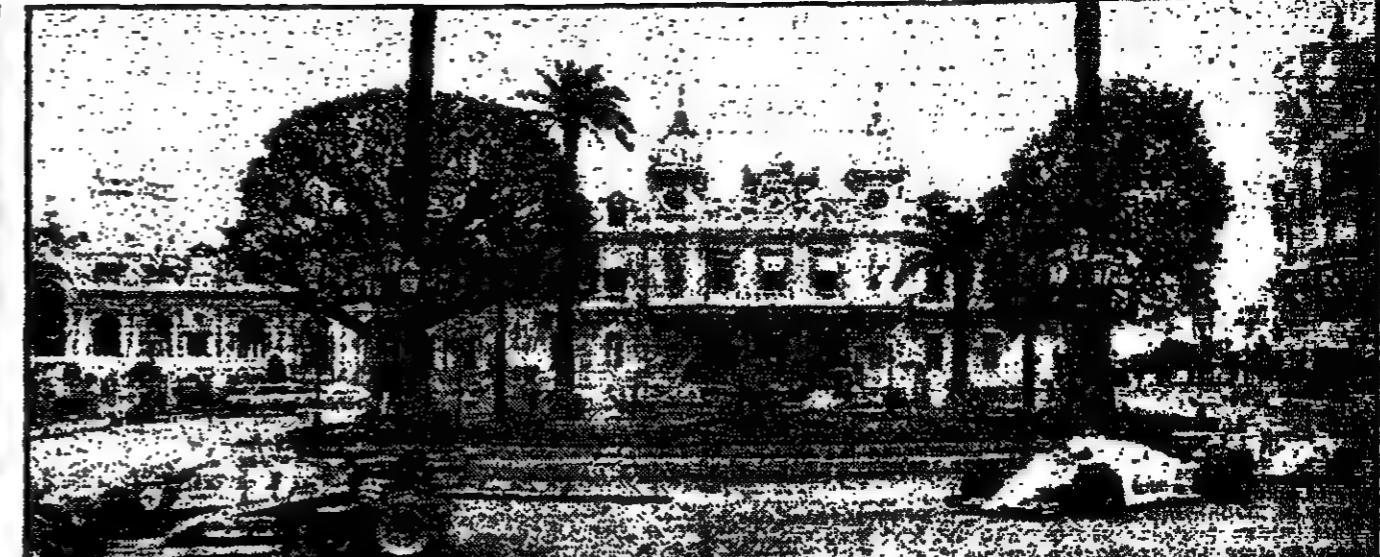
Monaco, located on one of the picturesque parts of the Mediterranean, is a tiny sovereign state of only 28,000 people—but with the help of modern communications, is very much on the world map.



Prince Rainier III, who will be 64 this month, succeeded his grandfather in 1949 and, in the past 38 years, has become the architect of his affluent country's evolution. He has often been compared to the head of a flourishing business enterprise—“Monaco Inc.”



André Saint-Mieux, SBM's chief executive; and, right, the circuit of the Monaco Grand Prix winds through the famous Casino Square.



slump in American tourists last season as a result of the declining dollar, the terrorist attacks in Europe, and a domestic campaign in the US to encourage Americans to go to US or dollar zone tourist resorts.

"The decline in the number of Americans coming here will have a substantial impact on our business," acknowledges Mr Saint-Mieux. He estimates that it will represent a 10 per cent drop in the occupation rate of the SBM hotels. This had steadily risen from about 50 per cent 20 years ago to an average of 65-67 per cent in recent years. The occupation rate for the latest season is expected to fall back to the 54-55 per cent level. In turn this will have an inevitable impact on the financial performance of the SBM this year. After reporting net earnings of FF 1.9m on sales of FF 1bn in the 1985-86 reporting year, Mr Saint-Mieux expects the SBM to break-even this year reflecting the dip in American tourist activity.

But the company remains optimistic about its longer term prospects. Indeed, although the SBM has decided to delay the refurbishing of one wing of the Hotel de Paris, the so-called Beaux Arts wing, the group is pursuing its ambitious investment and renovation programme designed to make its facilities and the principality an attractive magnet for both luxury tourism and business visitors. From his window in his

offices in the winter sporting club, Mr Saint-Mieux has a perfect view of the massive demolition and reconstruction work going on in the Casino gardens. The Cafe de Paris is being demolished for the fourth time in its history. Once rebuilt it will again act as one of the most popular watering holes of Monte Carlo opposite the Hotel de Paris and next to the casino. It will also house a drug store and the electronic slot machines and American games now in the casino to liberate the venerable building from these modern games and return it to its former more composed traditions of 19th century high society. Even though there are few grand dukes and Russian princes left with the means to come to Monte Carlo, the SBM and the Prince want to see the casino become again a historical gambling and cultural pole for Monaco.

The fact that the Monegasque authorities have just re-acted in the SBM for another 20 years, the SBM's casino gambling monopoly is an eloquent demonstration of the principality's confidence in the central role which the company will continue to play for both Monaco's economy and the international image and reputation despite its seasonal problem last year due to the decline in American visitors. Even though gambling may no longer represent a major part of Monaco's annual revenues, it remains a key attraction.

Mr Saint-Mieux wants to see the casino become once again an artistic and cultural centre for the principality. The opera and ballet activities have been

considerably boosted while artistic events as well as business congresses and special festivals have also helped provide added attractions around the casino. A special exhibition of paintings has been organised in the gardens of the casino, and certain landmarks of the principality, reflecting the SBM's and Monegasque authorities' efforts to diversify attractions for visitors and residents.

The gardens in front of the casino itself are also in the throes of major renovation. The SBM has recently sold for a symbolic franc the ground under the gardens to the Monegasque state which is now building a huge underground car park. The SBM has other plans including the construction of a new hotel on the man-made peninsula on which stands the summer sports club.

Although it has had its casino monopoly renewed, the SBM will no longer control as in the past other popular gambling activities like lotteries, the tote, and other betting games. This will now be done by the state. Mr Saint-Mieux said this decision was a logical decision since in France and many other countries lotteries, horse betting and the pools are all usually controlled by the state.

"There was no reason why Monaco and the SBM should continue to be the exception," he remarked.

At the same time, the Monegasque authorities will set up for the first time a gambling commission in Monaco to regulate the gaming business. In the past, the SBM was itself responsible for its own self-regulation. Again, Mr Saint-Mieux believes this was a logical step since other countries have commissions to regulate gaming as well as many other activities.

For Monaco, the preservation of its unique reputation as a clean and high class gambling centre has always been crucial. This appears to be one of the main reasons why the SBM has recently decided to take legal action against the newly formed Societe des Bains de Mer de Nice (SBMN) which was granted permission to reopen this Spring the casino Ruhl nearby on the Promenade des Anglais in Nice.

The Ruhl has been at the centre of what has become known as the "casino war" of Nice during the past ten years. It was closed in 1982 by the French authorities after a major scandal which included a series of unsavoury incidents worthy of a "B" movie crime picture. The SBM clearly has objected to the risk of being confused with the new company in Nice, all the more so on account of the shady background of the Nice casino.

"We clearly object to their use of the Societe des Bains de Mer reference in what appears to be a deliberate attempt to try to take advantage of our good name. Indeed, I've received several telephone calls of people asking me if we were in any way connected with the Nice casino," remarked Mr Saint-Mieux.

The SBM chief executive also adds that he has no objection to fair competition between rival casino and tourist resorts on the Riviera. Indeed, he suggests such competition can only enhance the SBM's overall performance, the gambling receipts of which still makes it the leader among European casinos.

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MONACO 3



The narrow streets of Monaco, near the Prince's Palace: the Monegasques prefer to regard the Principality as a 'tax efficient centre' rather than a tax haven, as such

Financial services

World banking links are strengthened

FOR A COUNTRY with only 27,000 inhabitants, there are an unusually large number of banks in Monaco. With the recent opening of the new Monaco branch of Credit Suisse, there are now 34 different banking institutions in the principality, including virtually all the big international names in the world of commercial and investment banking.

The total amount of deposits which filter their way into the Monegasque banks is also remarkable in proportion to the size of the principality. Deposits last year totalled as much as FF 25bn (£41bn) compared with barely FF 32bn for the entire neighbouring French region of the Alpes Maritimes which includes large cities and resorts like Nice and Cannes.

Another telling statistic of the Monegasque banking scene is the fact that total credits made by the local banks amounted last year to under FF 7bn.

"We are a big deposit centre here attracting a major amount of foreign deposits. Apart from some real estate, construction and a little lending to industry, there is not that much lending activity here," explained a local banker.

But if the Monegasque banking and financial services industry has grown steadily over the years, the principality has so far not become a major offshore banking centre as have done other small countries offering a favourable tax climate. This is largely because the principality comes under the jurisdiction of the Banque de France and French exchange controls.

The Monegasque authorities have long argued the case of promoting Monaco as an offshore banking centre. "But we could only do it if it was also in the interest of the French Government, which I think it would be," explained Prince Rainier.

Mr Jean Defuisseix, the former chairman of Credit Lyonnais, France's second largest commercial bank, and a man with close family connections with the principality, says France has made bad use up to now of the principality.

He argues that Paris could have used Monaco like the British used Hong Kong, suggesting that it would be useful for France to have a flexible vehicle like the principality to manage large capital flows not far away from Paris.

Moreover, Monaco has always made sure to maintain a clean reputation as a banking centre. "There are no illegal operations here and no dirty money," said a foreign banker. "We do not touch any suspect money here although we are close to the Italian border and to Nice and Marseilles," remarked another banker.

As well as having a good reputation, Monaco has also managed to attract substantial foreign funds and hence become a major source of invisible earnings for France thanks to its fiscal system. "This is an offshore tax efficient centre," said a local banker.

"Unlike some other offshore centres, you can also live with your money here in great security and comfort provided you are prepared to live one on top of the other in a flat on account of the space limits of Monaco."

In the circumstances, bankers and fund managers see potential for Monaco to develop in the

THE LONDON stockbrokers, Phillips and Drew, threw a small party the other day in a suite of the Hotel de Paris for local bankers and foreign residents whom fund managers like to describe these days as "high net worth private individuals." One of the guests, a long-standing British tax exile said that such cocktail parties were becoming a regular fixture in Monte Carlo as bankers, fund managers and brokers increasingly compete to provide services to rich individuals and companies established in the principality.

Although Monaco is rather coy about its reputation as a tax haven, the British tax exile remarked with a chuckle clutching his glass of champagne: "Who do they think they are kidding?"

For years Monaco has attracted wealthy foreigners and businesses because of its favourable tax climate as well as its sunshine, its blue Mediterranean sea, and its numerous other natural assets. "Whatever they may like to say, this is a fiscal paradise for foreigners."

"Anyone who is not French can live here with a carte de séjour or residence card and he won't be paying any income tax," said another British businessman who has taken up residence in Monte Carlo. "What is more, this is a

sophisticated and convenient place and with modern communication equipment you can run a worldwide business empire from a sunny balcony in Monte Carlo," he added. But the Monegasques prefer to regard themselves as a "tax efficient centre" rather than a tax haven as such.

Taxes in Monaco were abolished by an ordinance in 1869 three years after the birth of Monte Carlo. But after Prince Rainier's dispute with France in the early 1960s, a tax convention was signed by France and Monaco on May 18 1963 which introduced French income tax for all French nationals resident in Monaco for at least five years on their assets held in the principality. Indeed, this is perhaps the last fiscal advantage left to French nationals residing in the principality since October 18 1957. Resident French nationals before that date continue to be exempt from French taxes and are treated like other foreign residents of the principality.

These favourable rates are also applicable to French nationals who have resided in Monaco for at least five years on their assets held in the principality. Indeed, this is perhaps the last fiscal advantage left to French nationals residing in the principality since October 18 1957. Resident French nationals before that date continue to be exempt from French taxes and are treated like other foreign residents of the principality.

However, the bilateral tax agreement with the French Government continues to exempt Monaco citizens and non French foreign residents from income tax. At the same time companies whose turnover outside the principality does not exceed 25 per cent of their total turnover are also exempt from corporation tax. The current rate of corporation tax is 35 per cent on normally computed profits. There are also no capital gains taxes in Monaco.

Although Monaco levies value added tax, registration fees, stamp duty and certain other

miscellaneous taxes, another major attraction of the principality's fiscal regime is the absence of estate or death duties between husband and wife and between parents and children. The maximum death duty paid by unrelated individuals is 16 per cent, while between brothers and sisters it is 8 per cent, between uncles or aunts, nephews and nieces 10 per cent and between collaterals other than brothers, sisters, uncles, aunts, nephews and nieces it is 13 per cent.

These favourable rates are also applicable to French nationals who have resided in Monaco for at least five years on their assets held in the principality. Indeed, this is perhaps the last fiscal advantage left to French nationals residing in the principality since October 18 1957. Resident French nationals before that date continue to be exempt from French taxes and are treated like other foreign residents of the principality.

Monaco's fiscal system has enabled the principality to transform itself quietly and discreetly into a leading offshore business centre as well as a tax haven for wealthy foreign non French individuals. It is no coincidence that tennis stars like Bjorn Borg or Boris Becker have decided to take up residence in Monte Carlo and that

numerous Italian, Greek, British, Lebanese, to name just four national auditors and consultants, wane that not only is the mailbox approach "anathema" to the Monegasque administration but that the fiscal authorities have always remained the right—albeit rarely, if ever, exercised—to regard offshore management as onshore "where a pure facade situation exists."

Monaco's attitude towards offshore business management reflects the principality's concern not to provoke the French administration by which Paris could deem as possible abuses in their bilateral tax agreements, at the same time as ensuring, by the presence of foreign business and offshore management companies, a further stable base for the principality's longer term economic development.

But if Monaco has encouraged foreign groups to set up management and administrative offices or headquarters in the principality, it has made it clear that it is opposed to the mailbox approach adopted by certain other tax havens.

The principality insists on the tangible presence of its offshore corporate population. Indeed, it is keen to see business organisations operating within its jurisdiction as long as they make a valid and real contribution to the principality's economy.

Mr David Tugman, president of the Monaco subsidiary of Moore Stephens, the inter-

Tax haven policies

'A fiscal paradise for foreigners'

being reduced and eventually will be dismantled by the local Monegasque businessman.

Already the deregulation changes that have been taking place in the French financial markets during the past few years have been welcomed by the international business community. This appears to be prompting an increasing number of foreign business concerns to look with growing interest at the possibilities Monaco can offer them.

With the deregulation of markets and the easing of exchange controls, foreign companies and businesses could find Monaco an increasingly attractive centre to set up a subsidiary or management base. Some are already investing here in what seems to be an effort to position themselves for the future," added another long-term Monaco businessman.

"But to be able to hook the big corporate fishes to Monaco, the authorities will have to consider providing in the principality the necessary international business management services and supports crucial for big corporations which are still lacking here. In particular, they will probably have to think of opening the place up more to big international legal firms and auditing and accounting groups," he added. Paul Betts

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Diversity in tourism

New policies are paying off

TURISM REMAINS a dominant force in the economy of Monaco. Even though the principality has successfully diversified into new economic activities to avoid "putting all our eggs in the same basket" as Prince Rainier likes to say, tourism still accounts for 25 per cent of the country's gross domestic product.

It is also likely to continue to be a locomotive for the future development of the country.

But tourism is also a fragile and fluctuating business. Prince Rainier acknowledged in a recent interview with the Financial Times, And Monaco had to adapt itself to the changing whims of the tourist industry during the last 10 years.

Monaco started becoming a flourishing resort in the second half of the last century after the Société des Bains de Mer was created and the casino and the hotels were built in Monte Carlo. But in the beginning, Monte Carlo was essentially a winter resort.

All this, however, changed

when winter sports started becoming increasingly popular and tourists and visitors started seeking out hot seaside resorts for the summer rather than warm wintering holes.

"It meant that all the equipment and infrastructure of the principality had to be brought and redone," explained Prince Rainier who soon after his accession to the throne in 1949 launched the first of a series of ambitious infrastructure and public works programmes to adapt the principality to the new economic environment and summer tourist demands.

One of his first decisions when he succeeded his grandfather was to remove the railway line, which divided the principality in two, diverting it through an underground tunnel. This cleared the ground to build the new Monte Carlo sea front or "bord de mer" with its artificial beaches, its residential buildings and hotels and the new summer sporting club. His marriage to Princess Grace in 1956 also gave tourism a new

lease of life in Monaco and once again placed the principality in the international limelight.

But Monaco also had to adapt itself to a new breed of tourist. "The old image was that Monte Carlo was a watering hole for the rich and idle. But Monaco's facilities were built to attract and accommodate congresses.

The policy has proved extremely successful and Monaco now attracts about 40,000 convention visitors or more a year who have now replaced the Grand Dukes who came to winter in the past.

Moreover, the principality plays host to an increasing number of international exhibitions and events like a television festival which have helped the country to boost substantially the hotel occupancy level during the dead seasons, turning Monaco into what one promoter called "an all-season resort."

The principality has also made great efforts to extend the range of attractions for the 250,000 or so annual visitors who spend an average of between three and four nights in the country's hotels. "People coming here for the first time are astonished to find that so much is going on at the same time in Monaco. And we plan to keep this up," said Prince Rainier.

Apart from the sporting and leisure facilities of the principality, events like the Formula 1 grand prix, the international tennis and golf tournaments, arts and music festivals, to name just a few annual events have enhanced the appeal of Monte Carlo and Monaco as a

tourist destination. These tourists would cohabit with the wealthier customers of the Hotel de Paris, the glittering galas, Monte Carlo Beach Club whose entrance fees once prompted a BBC journalist to suggest that you even had to pay for the air in Monte Carlo.

Coupled with the new influx of tourists, Monaco was also forced to adapt to the main social changes which affected France and inevitably spilled over into the principality after the 1968 French student revolt. "All of a sudden the whole social structure had to be revised," explained another analyst.

The impact of this fall was all the more felt since Americans had become the single largest group of visitors to the principality in recent years accounting for 23.8 per cent of all tourists followed by the French (15 per cent), Italians (14 per cent), the British (9 per cent) and then the Germans, the Swiss and the Japanese.

Monaco thus looked for ways to diversify not only its economy as a whole but also its core tourist business. The aim was to fill up the dead seasons after Christmas and the New Year in

minimum wages appeared in France and the local unions here naturally wanted parity with Paris. But tourism was still essentially a seasonal business down here. But with minimum wages it was necessary to run the place on a 12 months basis to make it viable.

Monaco thus looked for ways to diversify not only its economy as a whole but also its core tourist business. The aim was to fill up the dead seasons after

Christmas and the New Year in

the part of Monaco's tourist office.

The frail nature of the tourist business reflected by the events of last summer have prompted some further hard thinking on the part of Monaco's tourist office.

While other resorts on the Riviera have developed convention and congress facilities and



One of Monaco's more traditional attractions: the Ceremonial Guard outside the Prince's Palace at Monte Carlo. The principality has made great efforts to extend the range of attractions for the 250,000 visitors who arrive each year.

Expanding in Monaco

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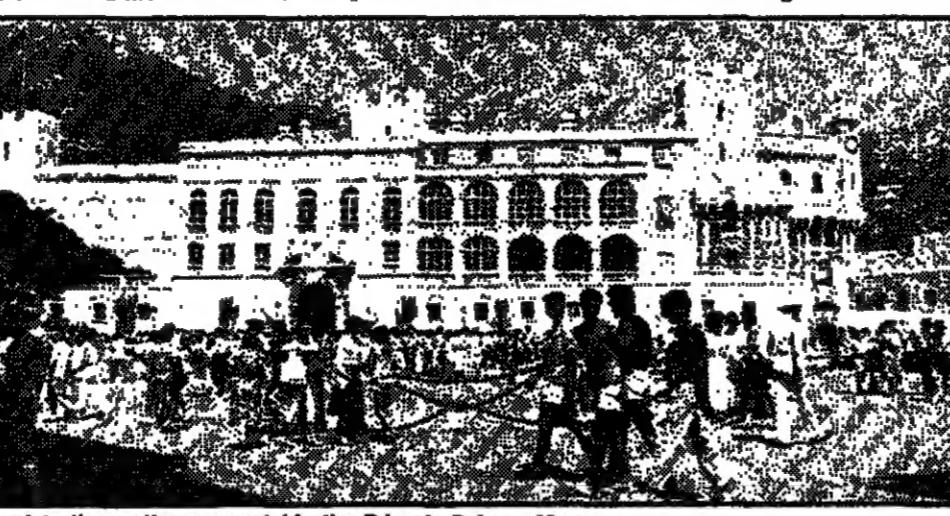
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Tourists throng the area outside the Prince's Palace, Monaco.

Industrial enterprises

A small but thriving sector

FIRST TIME visitors to Monaco are often surprised to find a small, non-polluting, high value added industrial community in the principality.

Some 500 small and medium-sized enterprises, some subsidiaries of larger groups, have now established themselves in the principality, owing to the country's tiny size, only selected industries could be housed in Monaco. Nonetheless, the development of industrial activity has been a spectacular achievement considering there was only one industrial company in Monaco just over 100 years ago.

What is a peculiar characteristic of industry in Monaco as indeed of other business sectors in the principality is that each one is involved in its own very specific sector. It is therefore difficult to have a global vision. Most of them do not compete in the same markets. One could describe it as a microcosm of a whole series of market niches," explained Mr Patrick Moret, the president of Monaco's Jeune Entreprise, a young economic chamber who also works for the Compagnie Monégasque de Banque.

Industry in Monaco includes a large number of chemicals, pharmaceutical and cosmetics concerns which employ about 1100 people in more than 60 enterprises. Plastics processing is another important sector. One

Monégasque based company called Silvatin has become a major supplier of small plastic components to famous car companies like Renault, Citroën, Fiat and Volkswagen.

Paper, textiles, clothing is another large sector as are electrical, electronic and other high tech industries. There are also food companies including the anchovy canning concern "La Monégasque" which has gained a worldwide reputation in its field.

The success of Monaco's industrial development efforts are reflected in a few statistics which show that the principality's overall industrial and business turnover has risen from FF 3.25bn 12 years ago to more than FF 16bn a year today. Indeed, industry, commerce and services including banks employing 80 per cent of the 21,750 salaried workers of the principality, with the administration employing 10 per cent and the remaining 10 per cent employed by the Société des Bains de Mer.

A large proportion of these salaried employees also live outside the principality. Indeed, a little over 11,000 or 52 per cent come from neighbouring French communities, while nearly 3,000 come from Italy. Monaco, therefore, acts as an important employment centre for its neighbours.

As part of the principality's policy to prevent industrial activities clashing with tourist facilities, Monaco is now seeking to concentrate gradually all industry in the new quarter of Fontvieille where additional space has been made available for industry and offices. By making sure that industry and tourism are not mingled together, the principality has managed to achieve a successful balance or cohabitation to use a fashionable term in France, between the two sectors.

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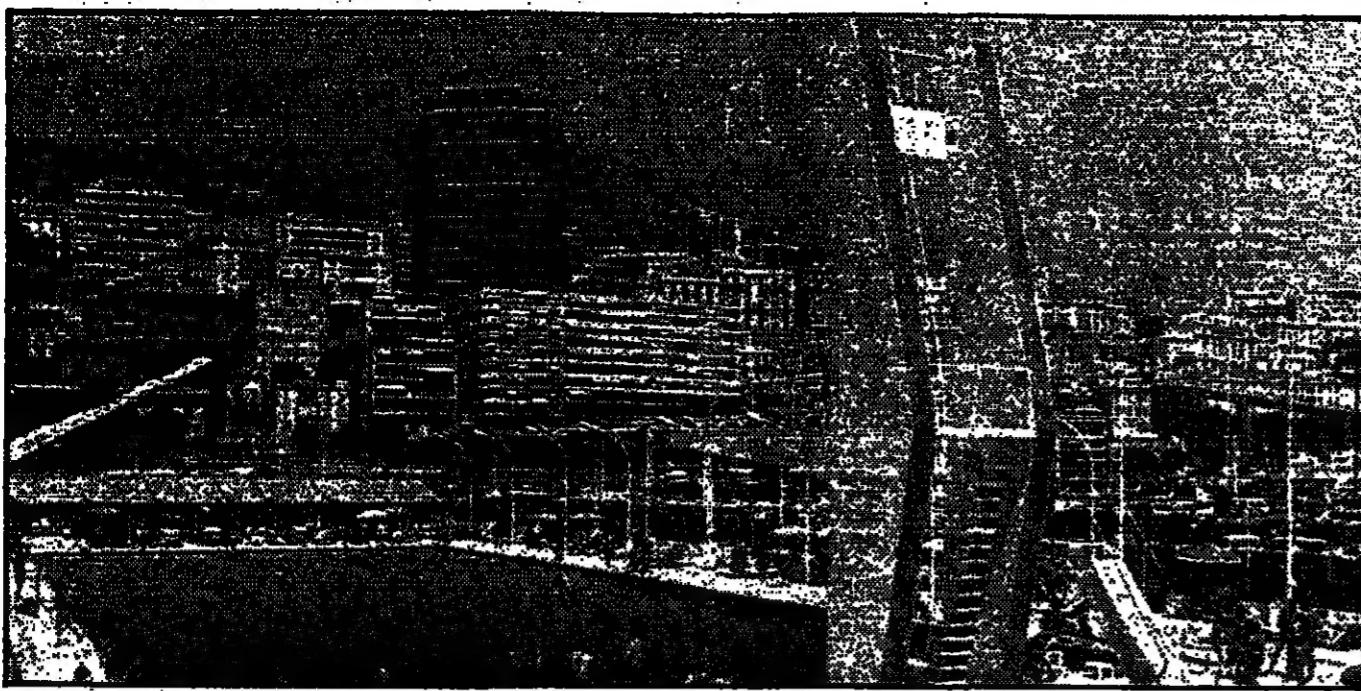
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Luxury hotel development**The 'belle époque' lives on**

Space is a rare commodity. Above: high-rise buildings overlook the open-air swimming pool.

Picture by Ashley Ashwood.

Building and civil engineering**Ambitious projects under way**

FROM THE SEA, the principality of Monaco looks like a mini Manhattan on the Mediterranean. Huge skyscrapers mark the skyline of the tiny country against a dramatic and picturesquie background of steep mountains that dominate the blue sea.

Inside the small principality, there seems to be no end to construction work. The sound of drilling and of buildings being pulled down and erected again is as much a part of the daily atmosphere of Monaco as the bus loads bringing tourists to the casino, or the fireworks which dazzle the sky over Monaco most Friday nights in the summer.

Major public works programmes continue to be planned by the Monégasque authorities while demand for flats and offices continues to be relatively sustained. Indeed, the Monaco property market has suffered a less than the French market during the property slump of the last few years.

"The slump was hardly felt here. Prices of flats have continued to fetch between FF

25,000 a sq m up to FF 50,000 a sq m and more for prime property," remarked a Monaco-based property agent. With the fiscal and natural attractions which the principality offers, it is not surprising that there has continued to be a steady demand especially from foreign visitors and future residents to invest in Monaco property.

A characteristic of the Monaco property market is that although rents are high, property prices by comparison are disproportionately higher providing a net return on capital of only between 3 per cent to 4 per cent a year. Of late, however, property prices have not risen by the same high rate as in the not-so-distant past.

With space such a rare commodity in the principality, the size of Prince Park—it is not surprising that the property developers have built landmarks as in Manhattan and the authorities have sought to extend the territory of the tiny country with landfill out at sea.

Two man-made peninsulas stretch out at sea between the

rock had now been transformed into a "Gruyère cheese" with all the holes and tunnels.

The Prince has been the dynamo behind the major constructions programmes that have helped Monaco transform itself during the last 30 years into a city state at the same time preserving its tourist assets.

The Prince now says that the days of the high rise buildings are over although renovation and reconstruction of older buildings are bound to go on.

At the same time, Prince Rainier is keen to develop wherever possible green spaces to enhance the overall appearance of his country. Moreover,

he is also anxious to preserve the Belle Epoque character of the old town and neighbourhoods around the Monte-Carlo casino where a huge underground car park is now under construction in the casino garden.

As part of this policy to enhance the appearance and quality of life in the principality, Monaco has decided to embark on an ambitious cabling programme to rid the principality of ugly television aerials and improve the quality of transmission and the number of channels for viewers. An even more ambitious project is the construction of an underground railway station for Monaco.

This would provide Monaco with additional space and would make the railway crossing the principality completely invisible by running underground throughout the whole territory. It already passes through a long tunnel which enabled the principality several years ago to develop its artificial beaches and new "bord de mer."

"WHEN I STARTED on this project lots of bankers said I was crazy to launch into a major real estate venture during a depressed market. But I told them I was in no hurry to sell. The real estate crisis is now nearly over, my hotel is nearly finished and I have already started selling space in the shopping mall and the business offices attached to the project."

Nabil Boustany, a small, lively property developer from Beirut, also readily acknowledges that his decision to buy from the UK's Grand Metropolitan group the Metropole Hotel in Monte Carlo in 1981 reflected above all an old dream to build from scratch a "belle époque" luxury hotel complex with all the advantages and facilities of the most advanced technological age.

"I wanted to do something special, not just for commercial or business reasons but also for my own personal satisfaction," said Boustany, sitting in his office on the site of one of the most ambitious hotel projects ever undertaken on the Riviera.

His office was cluttered with plans, paintings, pieces of material and carpet, light fittings, onyx bath taps. From the beginning, Boustany has followed personally every detail of the reconstruction of the Metropole, a venerable institution built in the heydays of Monte Carlo just over 100 years ago but in dire need of renovation.

Boustany, like so many entrepreneurs from Lebanon who have shown an extraordinary business resilience and persistence despite the tragedy of the Lebanon, had been looking for some time for an opportunity to fulfil his ambition to build a luxury hotel complex inspired in the roccoco style and architecture of the "belle époque."

"I could not do it in Beirut because of the war. I tried to do it in Geneva but the regulations in Switzerland made such a project impossible. Then I found this opportunity to buy the Metropole in Monte Carlo where I came for my holidays," Boustany explained.

After meeting in London with the late Sir Maxwell Joseph, chairman of Grand Metropolitan, Boustany reached an agreement to buy the Metropole from the British group in 1981. Although the hotel was one of six buildings classified as being of major historical interest in the Principality of Monaco, the Monégasque authorities agreed to allow Boustany to pull down the old hotel and reconstruct a new complex on the same style as the old building.

Boustany was thus able to launch his FF 600m project hiring architects, artisans and artists from Italy, France and Switzerland to construct his new hotel. He had the facade of the hotel entirely redone in Switzerland. "Lorries brought more than 6,000 pieces weighing

between 500 kilos and 12 tonnes from Switzerland where a factory in Lausanne has been working entirely for him during the past two years," said Boustany.

The cost of the domes of the hotel have come from Alasca, the marble from Italy, and one floor alone, a carpet of marble, has cost FF 1m. Boustany also commissioned an artist at the Louvre in Paris to paint frescoes and portraits of the princes of Monaco to adorn the hotel's new lobby.

The hotel, which is due to open in December, is a mixture of roccoco and high tech. All the bathrooms of the 170 rooms have jacuzzi-type hydro-massage systems installed in the bathtubs as well as a television set facing the tub. Security will be intense to the point that the hotel complex has been equipped with a multi-nuclear shelter, the first such shelter in Monaco. In the hotel garden, a summer and winter swimming pool has been built with a bar which can serve guests in the pool as well as those sitting around on the terrace.

The projects also include 100 flats which Boustany plans to start selling soon. Coupled with the flats is an office block annex which already houses the Monte Carlo branch of International Westminster Bank and will also accommodate the offices of Olympic Maritime, the shipping company of the late Greek tycoon Aristotle Onassis which is moving from its old headquarters overlooking the harbour of Monte Carlo.

Perhaps one of the most spectacular features of Boustany's development is the shopping mall which will house 118 boutiques. Already the Godiva chocolate group has opened the first shop in the yet to be completed Metropole arcade. Boustany has also built four new

underground levels to fit all the machinery and heating and cooling systems which operate the new complex as well as car parking facilities of which the centre of Monaco up to now has been notoriously short.

But it is undoubtedly the hotel which is the most interesting aspect of the project. Although some local hotel officials suggest that Boustany may have a hard time making the hotel pay off, the Lebanese developer appears confident. The hotel, he says, has always been, and will continue to be, an important landmark of Monte Carlo and its so-called "golden square" around the famous casino.

It has always been particularly favoured by the British clientele since the Metropole was originally built in the last century by British businessmen and financiers who decided to invest in Monte Carlo and create the Monte Carlo Hotel Company. Indeed, they acquired the land on which the new hotel is now rising from the Vatican.

Like its competitor on the other side of the "golden square," the Hotel de Paris, built four years before the Metropole, the Metropole has played host to royalty, grand dukes and tycoons from all over the world. King Edward VII stayed there. Other guests included King Farouk of Egypt and the Grand Duke George of Russia.

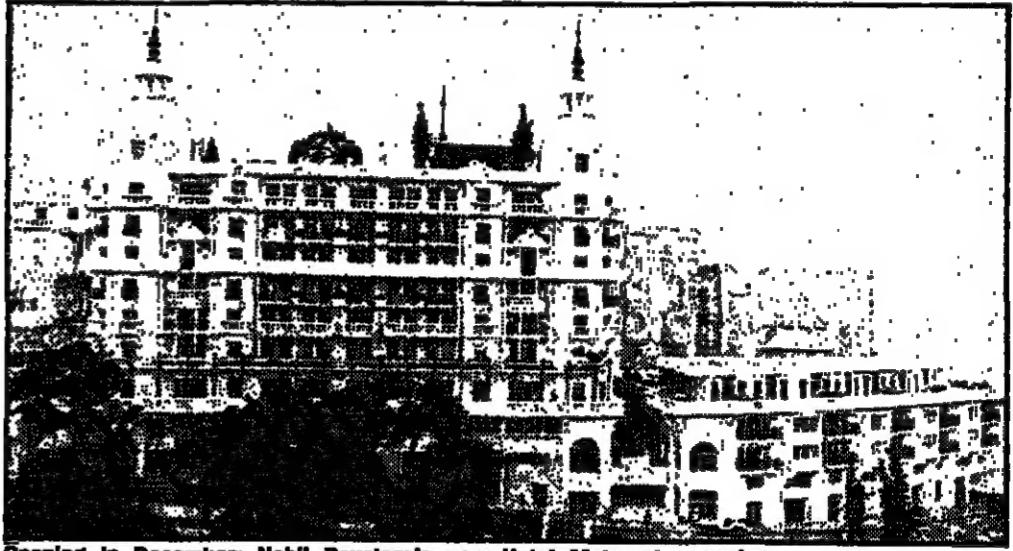
Boustany, who has decided to buy the leasehold for passing journalists in his hotel, says that the Daily Mail proprietor resided at the Metropole during the First World War. He used to receive every day his newspaper which was delivered by a small plane diving over the hotel and throwing down a package containing the Daily Mail as well as the mail for the Principality's Minister of State. During the second world

war, the hotel was occupied by the Germans.

With its background and its new facilities, Boustany believes the hotel will prosper. He has recently formed a joint venture company with Conrad International Hotels, the luxury subsidiary of the US Hilton hotel group, to manage the hotel facilities. He also claims that marketing studies have shown that there is still ample room for the development of new hotel space. At present, there are about 2,100 rooms in Monaco. "Our experts say that there is room for an additional 2,000 more rooms," Boustany explains.

However, although he claims he does not envisage at present opening gambling facilities in his new complex, Boustany appears to be eyeing the possibility for the longer term of including gambling as an additional attraction business men and local officials in Monaco suggest.

For the moment at least, however, it looks unlikely that he will be able to secure a gaming concession. The monopoly for casino games has just been renewed for a 20-year period to the Société des Bains de Mer (SBM), the company which owns the casino as well as the majority of the luxury hotels in Monte Carlo and is also 69 per cent owned by the Monégasque state. But although he will not at this stage at least be competing with the SBM establishment in the gaming business, Boustany will be competing with the SBM in the business of selling "joie de vivre," good food and the fantasy of the belle époque which the principality is now keen to recreate especially around the "golden square"—or "camembert," as the locals call it because of its cheese-like shape—of Monte Carlo.



Opening in December: Nabil Boustany's new Hotel Metropole complex.

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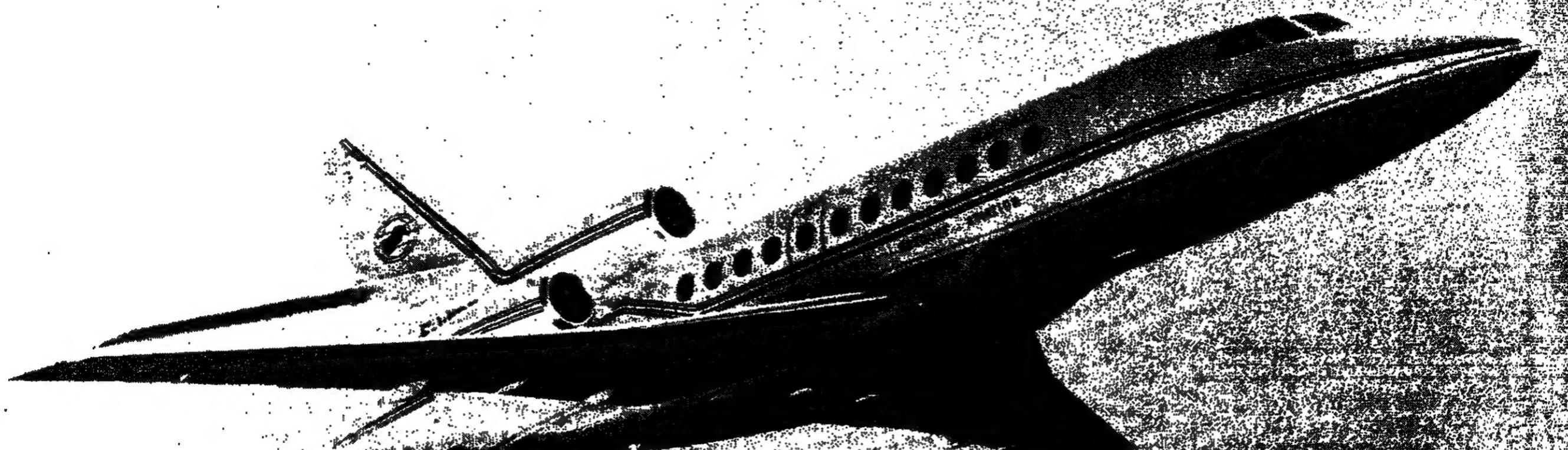
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